

This is part of a presentation from Rolf Hichert at the gb symposium, Rüschlikon/Switzerland, June 12, 2014.

This analysis focuses on four charts out of this annual report introducing the recommendations of the IBCS association.

The objective of this slide sequence is to demonstrate the advantages of proper scaling and other IBCS recommendations in order to provide more transparency and therefore better understanding.

2013 ANNUAL REPORT





Wichtig

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Important

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Full screen mode is important to see and understand the many small steps in this presentation.

Operating Profit and Operating Margin

In 2013, our operating profit totaled €4,479 million (2012: €4,041 million), a significant year-over-year increase despite adverse currency effects. We invested in innovations and made substantial advances in our cloud business in 2013.

In 2013, operating expenses increased €155 million or 1% to €12,336 million (2012: €12,181 million). The main contributors to that increase were our greater acquisition-related and restructuring expenses, continued investment in sales activities and the cloud, and higher personnel and infrastructure expenses related to acquisitions.

The effect of acquisition-related expenses, which were €555 million (2012: €537 million), and restructuring expenses, which were €70 million (2012: €8 million), on operating profit was greater than in the prior year. The operating profit for 2013 was also affected by continued investments in global sales activities and cloud computing. The number of SAP employees (expressed in full-time equivalents – FTEs) rose year over year by 2,150 persons, including more than 1,100 employees from acquired businesses.

Those negative effects on operating profit were in part offset by a reduced expense for share-based payment, which totaled €327 million in 2013 (2012: €522 million) owing to a less steep increase in the SAP stock price, and by a reduction in our general and administration expense.

As an overall result of these effects on operating profit, our operating margin widened 1.7 percentage points to 26.6% in 2013 (2012: 24.9%).

The sections that follow discuss our costs by line item.



Cost of Software and Software-Related Services

Cost of software and software-related services consists primarily of customer support costs, cost of developing custom solutions that address customers' specific business requirements, costs for deploying and operating cloud solutions, amortization expenses relating to intangibles, and license fees and commissions paid to third parties for databases and the other complementary third-party products sublicensed by us to our customers.

In 2013, the cost of software and software-related services increased a modest 2% to €2,597 million (2012: €2,555 million). The main factors were a €95 million acquisition-related increase in the cost of providing and operating our cloud solutions and a €13 million increase in customer support costs.

They both represent investments that contributed to revenue growth. At the same time, the license fees we pay to third parties decreased by €63 million. The gross margin on our software and software-related services, defined as software and software-related services profit as a percentage of software and software-related services revenue, remained constant year over year in 2013 at 81% (2012: 81%).

Cost of Professional Services and Other Services

Cost of professional services and other services consists primarily of the cost of consulting and training personnel and the cost of bought-in third-party consulting and training resources. This item also includes sales and marketing expenses for our professional services and other services resulting from sales and marketing efforts where those efforts cannot be clearly distinguished from providing the professional services and other services.

The growth of our cloud business and increased demand for pre-bundled offerings led to a reduction in our professional and other services revenue as well as in our professional and other services expense. We reduced costs for professional and other services 5% from €2,520 million in 2012 to €2,402 million in 2013. Our gross margin on professional and other services, defined as professional and other services profit as a percentage of professional and other services revenue, narrowed to 16% (2012: 18%).

Research and Development Expense

Our research and development (R&D) expense consists primarily of the personnel cost of our R&D employees, costs incurred for independent contractors we retain to assist in our R&D activities, and depreciation of the computer hardware and software we use for our R&D activities.

We acquired Ariba and SuccessFactors in the course of 2012, so in 2012 our R&D expense did not include a full year's Ariba and SuccessFactors R&D. Moreover, the depreciation expense for R&D servers and computer systems was greater in 2013

than in 2012. Nonetheless, our total R&D expense increased only slightly, by 1% to €2,282 million (2012: €2,261 million). Therefore, while we continue to increase our innovative capacity, our R&D expense as a percentage of total revenue was slightly less year over year at 13.6% (2012: 13.9%). For more information, see the Research and Development section.

Sales and Marketing Expense

Sales and marketing expense consists mainly of personnel costs and direct sales expense to support our sales and marketing teams in selling and marketing our products and services.

Our sales and marketing expense rose 6% from €3,912 million in 2012 to €4,131 million in 2013. The increase was mainly the result of greater personnel costs as we expanded our global sales force, notably for cloud business, and of the reallocation and re-tasking of employees to sales-related work. By increasing our sales force we accelerated our revenue growth. The ratio of sales and marketing expense to total revenue, expressed as a percentage, increased slightly to 24.6% (2012: 24.1%) because costs grew more rapidly than revenue.

General and Administration Expense

Our general and administration expense consists mainly of personnel costs to support our finance and administration functions.

General and administration expense decreased 9% from €949 million in 2012 to €866 million in 2013. This resulted mainly from a reduced expense for share-based payment and efficient cost management. Consequently, the ratio of general and administration expense to total revenue decreased in 2013 to 5% (2012: 6%).

Results by Segment

We had two divisions in 2013, On-Premise and Cloud, each further divided into operating segments. Our On-Premise division comprises two operating segments: On-Premise Products and On-Premise Services. Our Cloud division also comprises two operating segments: Cloud Applications and Ariba.

Operating Profit and Operating Margin

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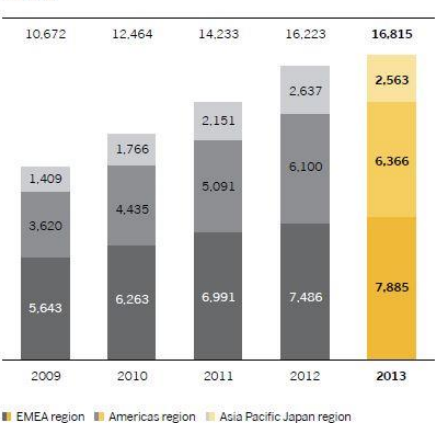
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Total Revenue by Region (based on customer location)

€ millions



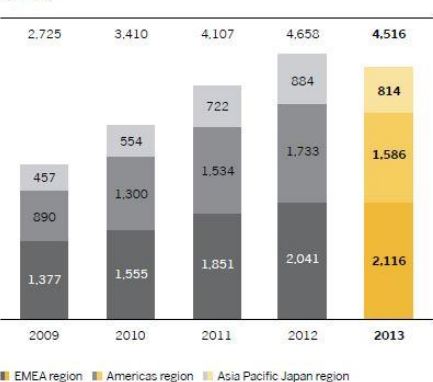
For more information about the breakdown of total revenue by region and industry, see the Revenue by Region and Industry section below.

Software and Software-Related Service Revenue

Software revenue results from the fees earned from the sale or license of software to customers. Revenue from cloud subscriptions and support refers to the income earned from contracts that permit the customer to access specific software solutions hosted by SAP during the term of its contract with SAP. Support revenue represents fees earned from providing customers with technical support services and unspecified software upgrades, updates, and enhancements.

Software Revenue by Region (based on customer location)

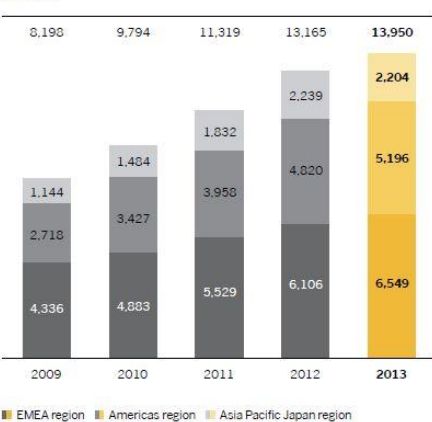
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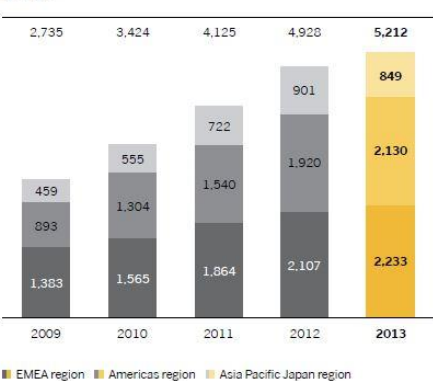
Software and Software-Related Service Revenue by Region (based on customer location)

€ millions



Software and Cloud Subscription Revenue by Region (based on customer location)

€ millions



■ EMEA region ■ Americas region ■ Asia Pacific Japan region

Revenue from software and cloud subscriptions rose from €4,928 million in 2012 to €5,212 million in 2013, representing an increase of €284 million, or 6%. This growth consists of an 11% increase from changes in volumes and prices and a 5% decrease from currency effects.

A combination of a challenging macroeconomic environment in key markets and the accelerating industry shift to the cloud resulted in a 2% increase from changes in volumes and prices. There was also a 5% decrease from currency effects. Overall, software revenue declined €142 million or 3% from €4,658 million in 2012 to €4,516 million in 2013. In 2013, SAP HANA contributed €633 million to total software revenue.

Cloud subscription and support revenue increased from €270 million in 2012 to €696 million in 2013. This increase is largely due to the acquisition of Ariba on October 1, 2012, and to continuing strong growth at SuccessFactors and Ariba in 2013.

Our customer base continued to expand in 2013. Based on the number of contracts concluded, 16% of the orders we received for software in 2013 were from new customers (2012: 19%). The total value of software orders received fell 7% year over year. The total number of contracts signed for new software decreased 6% to 55,909 (2012: 59,289 contracts), while the average order value decreased by 1%.

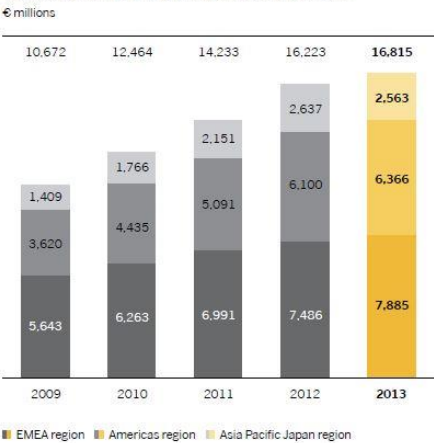
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Total Revenue by Region (based on customer location)

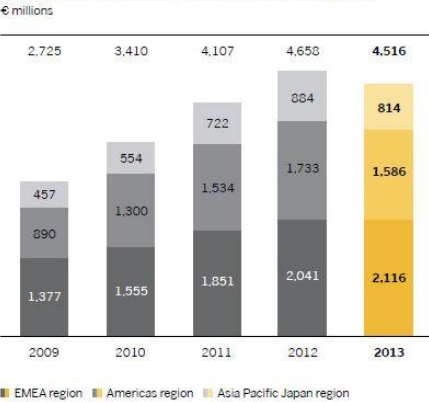


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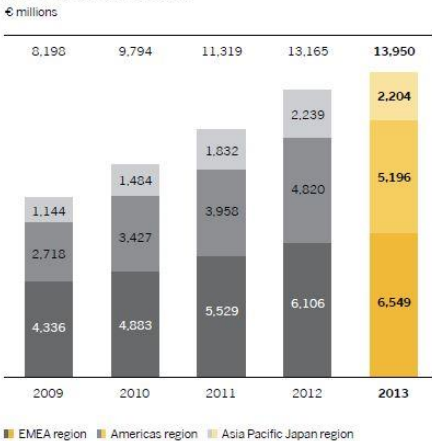
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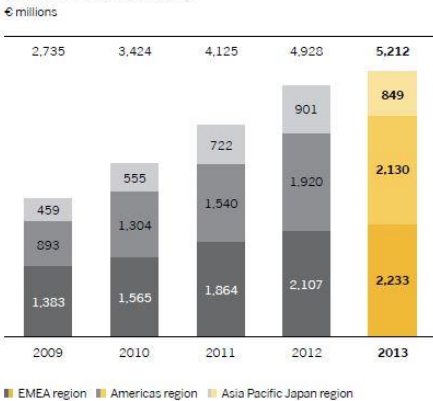
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Software and Cloud Subscription Revenue by Region (based on customer location)



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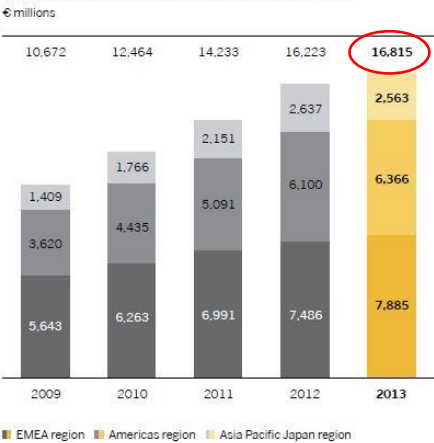
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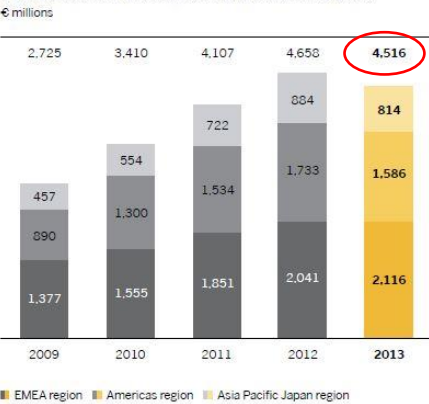


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Software and Software-Related Service Revenue

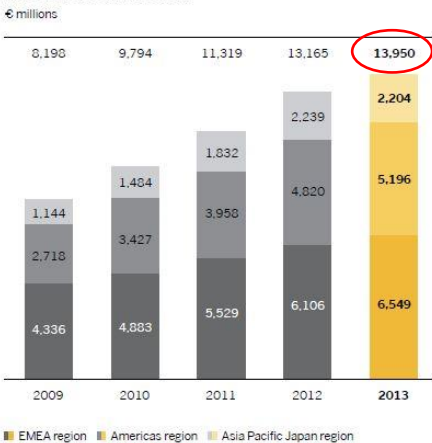
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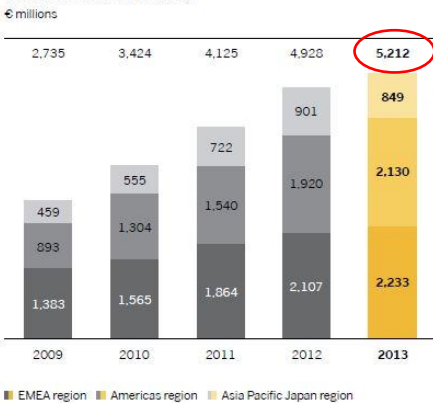
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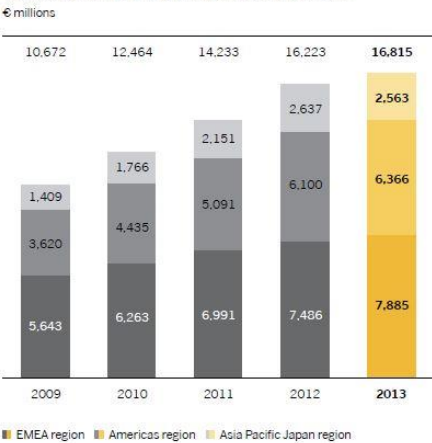
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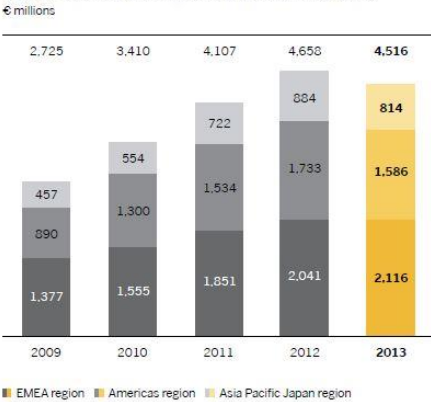


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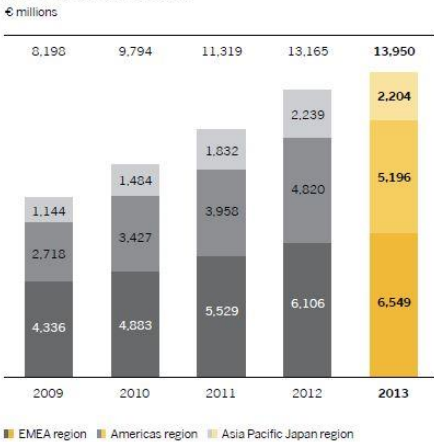
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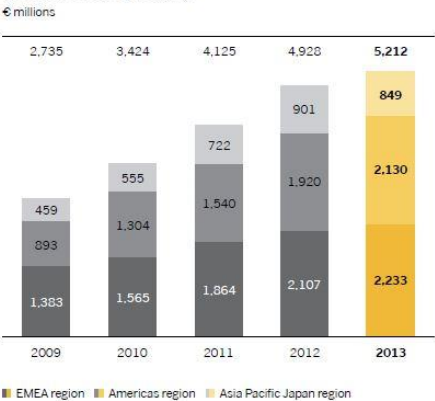
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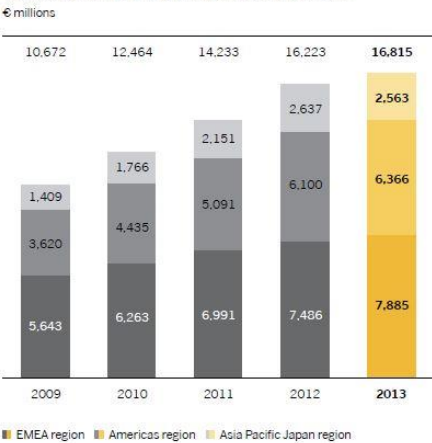
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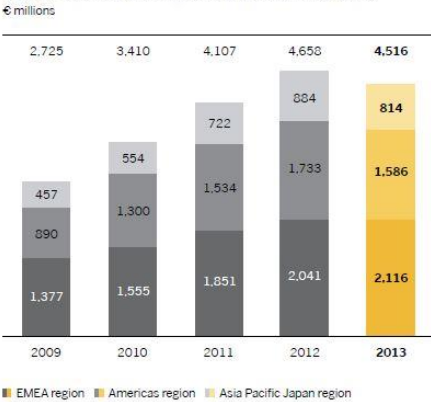


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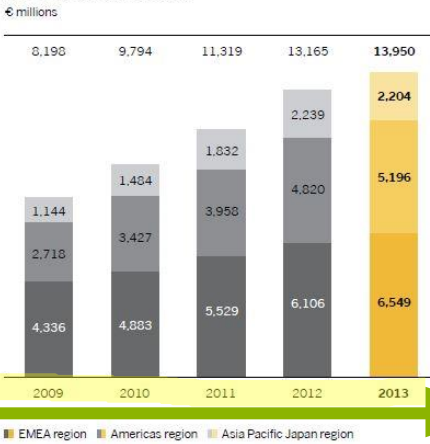
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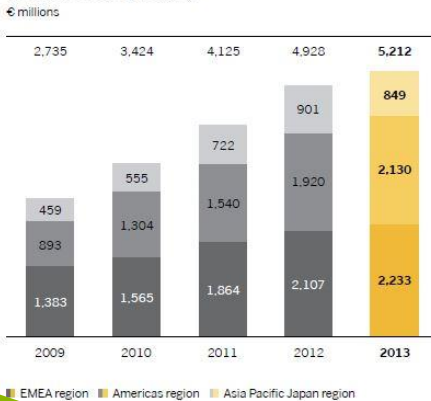


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Cloud subscription and support revenue increased from €270 million in 2012 to €696 million in 2013. This increase is largely due to the acquisition of Ariba on October 1, 2012, and to continuing strong growth at SuccessFactors and Ariba in 2013.

Our customer base continued to expand in 2013. Based on the number of contracts concluded, 16% of the orders we received for software in 2013 were from new customers (2012: 19%). The total value of software orders received fell 7% year over year. The total number of contracts signed for new software decreased 6% to 55,909 (2012: 59,289 contracts), while the average order value decreased by 1%.

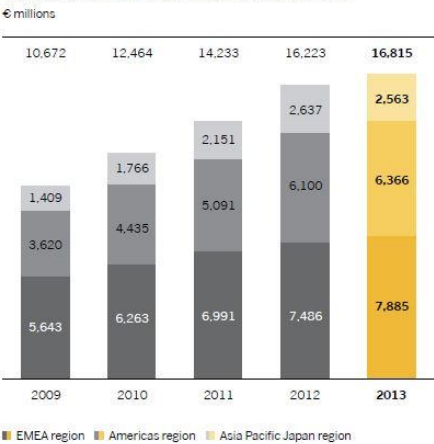
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Revenue

Total Revenue

Total revenue increased by 4% to €16,815 million in 2013, representing an increase of 4% or 4%. This growth reflects increasing volumes and prices and the growing revenue contribution of cloud subscription revenue. The increase in cloud subscription revenue of €501 million in 2013 was partially offset by a decline of €200 million in software and software-related service revenue to €13,950 million in 2013. Software and software-related service revenue contributed €2,865 million to our total revenue, representing a drop of 6% compared to 2012.

Total Revenue by Region (based on customer location)

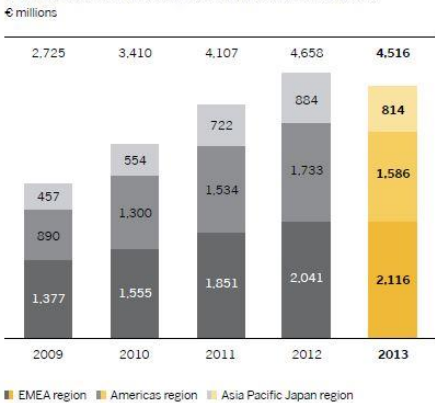


Consolidated Income Statements of SAP Group for the Years Ended December 31,

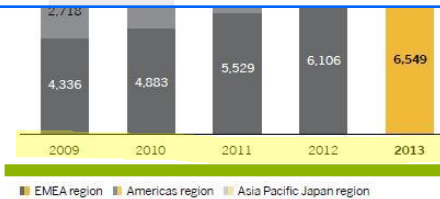
€ millions, unless otherwise stated

	Notes	2013	2012	2011
Software		4,516	4,658	4,107
Cloud subscriptions and support		696	270	18
Software and cloud subscriptions		5,212	4,928	4,125
Support		8,738	8,237	7,194
Software and software-related service revenue		13,950	13,165	11,319
Consulting		2,242	2,442	2,341
Other services		623	616	573
Professional services and other service revenue		2,865	3,058	2,914
Total revenue	(5)	16,815	16,223	14,233

Software Revenue by Region (based on customer location)



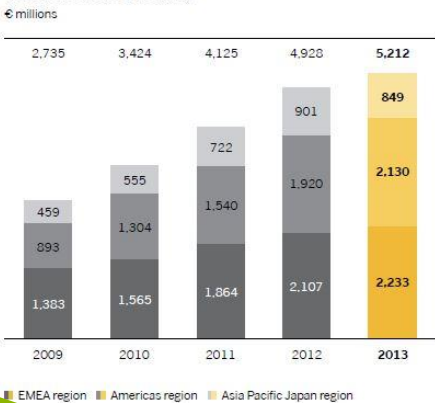
In 2013, software and software-related service revenue grew from €13,165 million in 2012 to €13,950 million, representing an increase of 6%. This software and software-related service revenue growth reflects an 11% increase from changes in volumes and prices and a 5% decrease from currency effects.



Revenue from software and cloud subscriptions rose from €4,928 million in 2012 to €5,212 million in 2013, representing an increase of €284 million, or 6%. This growth consists of an 11% increase from changes in volumes and prices and a 5% decrease from currency effects.

A combination of a challenging macroeconomic environment in key markets and the accelerating industry shift to the cloud resulted in a 2% increase from changes in volumes and prices. There was also a 5% decrease from currency effects. Overall, software revenue declined €142 million or 3% from €4,658 million in 2012 to €4,516 million in 2013. In 2013, SAP HANA contributed €633 million to total software revenue.

Software and Cloud Subscription Revenue by Region (based on customer location)



Cloud subscription and support revenue increased from €270 million in 2012 to €696 million in 2013. This increase is largely due to the acquisition of Ariba on October 1, 2012, and to continuing strong growth at SuccessFactors and Ariba in 2013.

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Consolidated Income Statements of SAP Group for the Years Ended December 31,

€ millions, unless otherwise stated

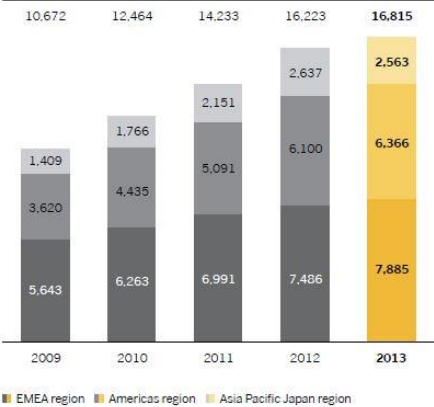
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Total revenue	(5)	16,815	16,223	14,233

Revenue

Total Revenue
Total revenue increased €16,815 million in 2013, or 4%. This growth reflects volumes and prices and the growing revenue from cloud subscriptions. The increase in cloud subscriptions of €501 million in 2013 was partially offset by a decline in support revenue of €200 million. Software and software-related service revenue increased to €13,950 million in 2013 from €13,165 million in 2012, representing an increase of 6%. In 2013, consulting and other service revenue contributed €2,865 million to our total revenue, representing a drop of 6% compared to 2012.

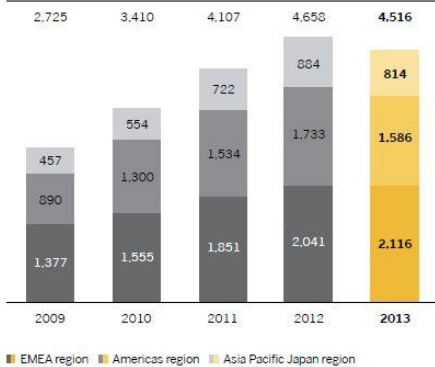
Total Revenue by Region (based on customer location)

€ millions

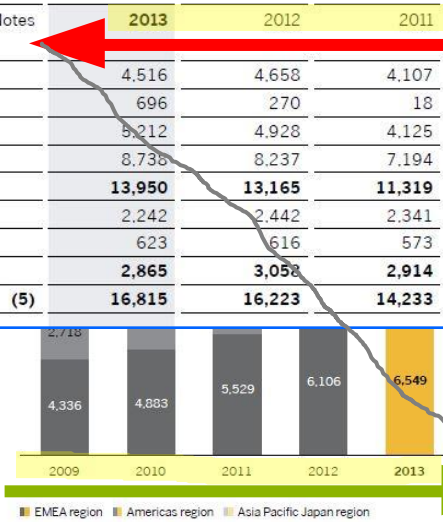


Software Revenue by Region (based on customer location)

€ millions



In 2013, software and software-related service revenue grew from €13,165 million in 2012 to €13,950 million, representing an increase of 6%. This software and software-related service revenue growth reflects an 11% increase from changes in volumes and prices and a 5% decrease from currency effects.

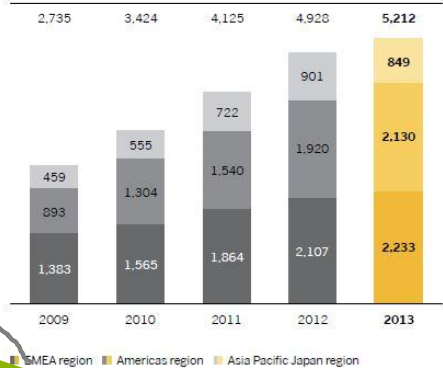


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Software and Cloud Subscription Revenue by Region (based on customer location)

€ millions



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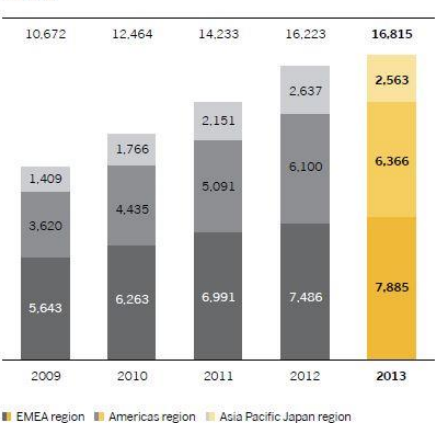
Revenue

Total Revenue

Total revenue increased from €16,223 million in 2012 to €16,815 million in 2013, representing an increase of €592 million, or 4%. This growth reflects an 8% increase from changes in volumes and prices and a 5% decrease from currency effects. The growing revenue result primarily from a €426 million increase in cloud subscription and support revenue and a €501 million rise in support revenue. Consulting revenue declined by €200 million and software revenue by €142 million. Software and software-related service revenue climbed to €13,950 million in 2013, an increase of 6%. Software and software-related service revenue represented 83% of total revenue in 2013 (2012: 81%). In 2013, consulting and other service revenue contributed €2,865 million to our total revenue, representing a drop of 6% compared to 2012.

Total Revenue by Region (based on customer location)

€ millions



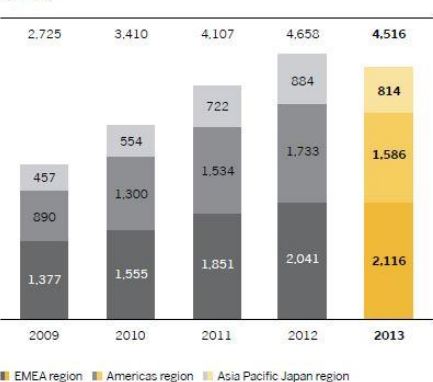
For more information about the breakdown of total revenue by region and industry, see the *Revenue by Region and Industry* section below.

Software and Software-Related Service Revenue

Software revenue results from the fees earned from the sale or license of software to customers. Revenue from cloud subscriptions and support refers to the income earned from contracts that permit the customer to access specific software solutions hosted by SAP during the term of its contract with SAP. Support revenue represents fees earned from providing customers with technical support services and unspecified software upgrades, updates, and enhancements.

Software Revenue by Region (based on customer location)

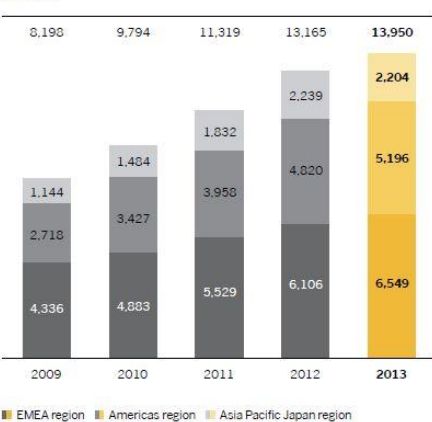
€ millions



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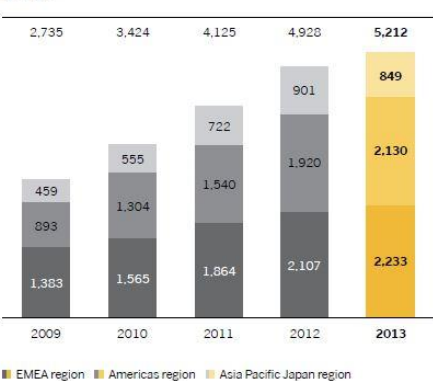
Software and Software-Related Service Revenue by Region (based on customer location)

€ millions



Software and Cloud Subscription Revenue by Region (based on customer location)

€ millions



■ EMEA region ■ Americas region ■ Asia Pacific Japan region

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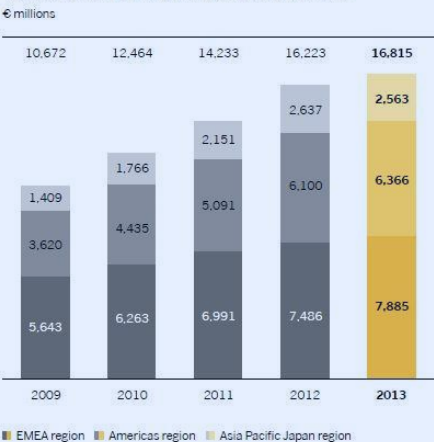
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Total Revenue by Region (based on customer location)

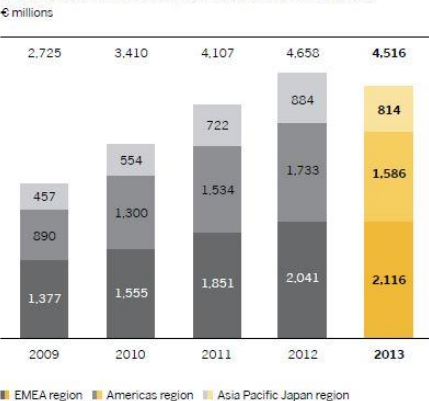


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Software and Software-Related Service Revenue

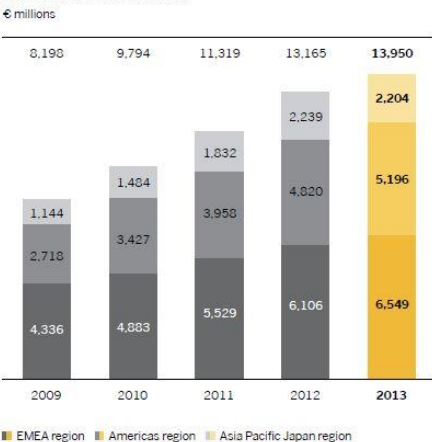
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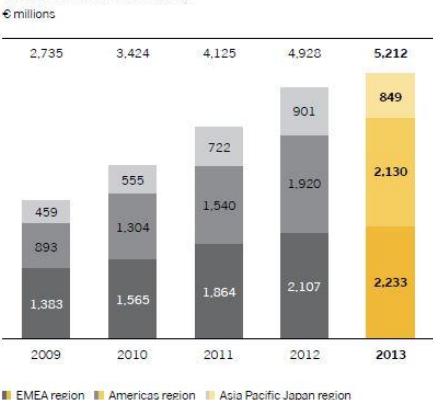
Software and Software-Related Service Revenue by Region (based on customer location)



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Software and Cloud Subscription Revenue by Region (based on customer location)



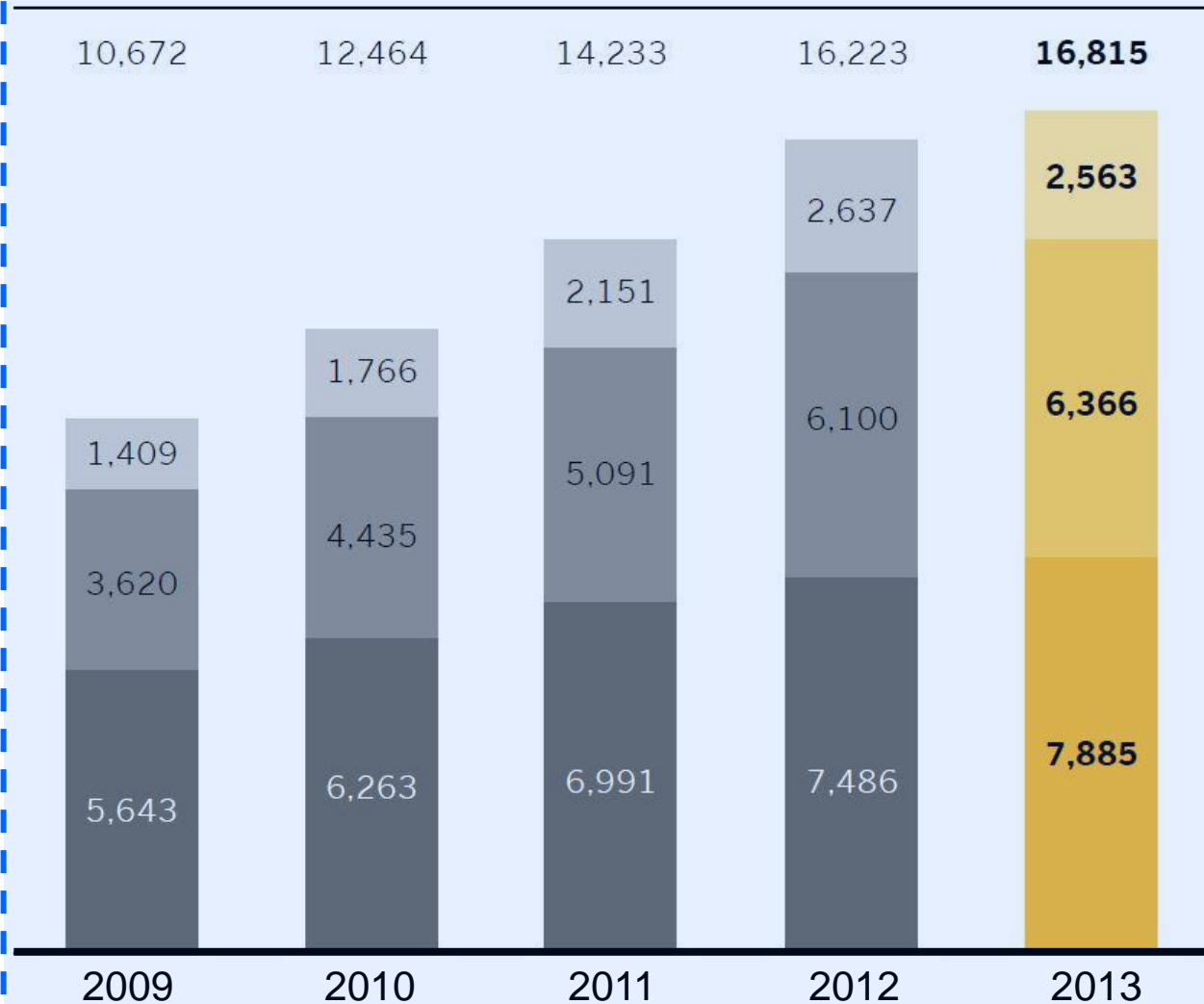
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Total Revenue by Region (based on customer location)

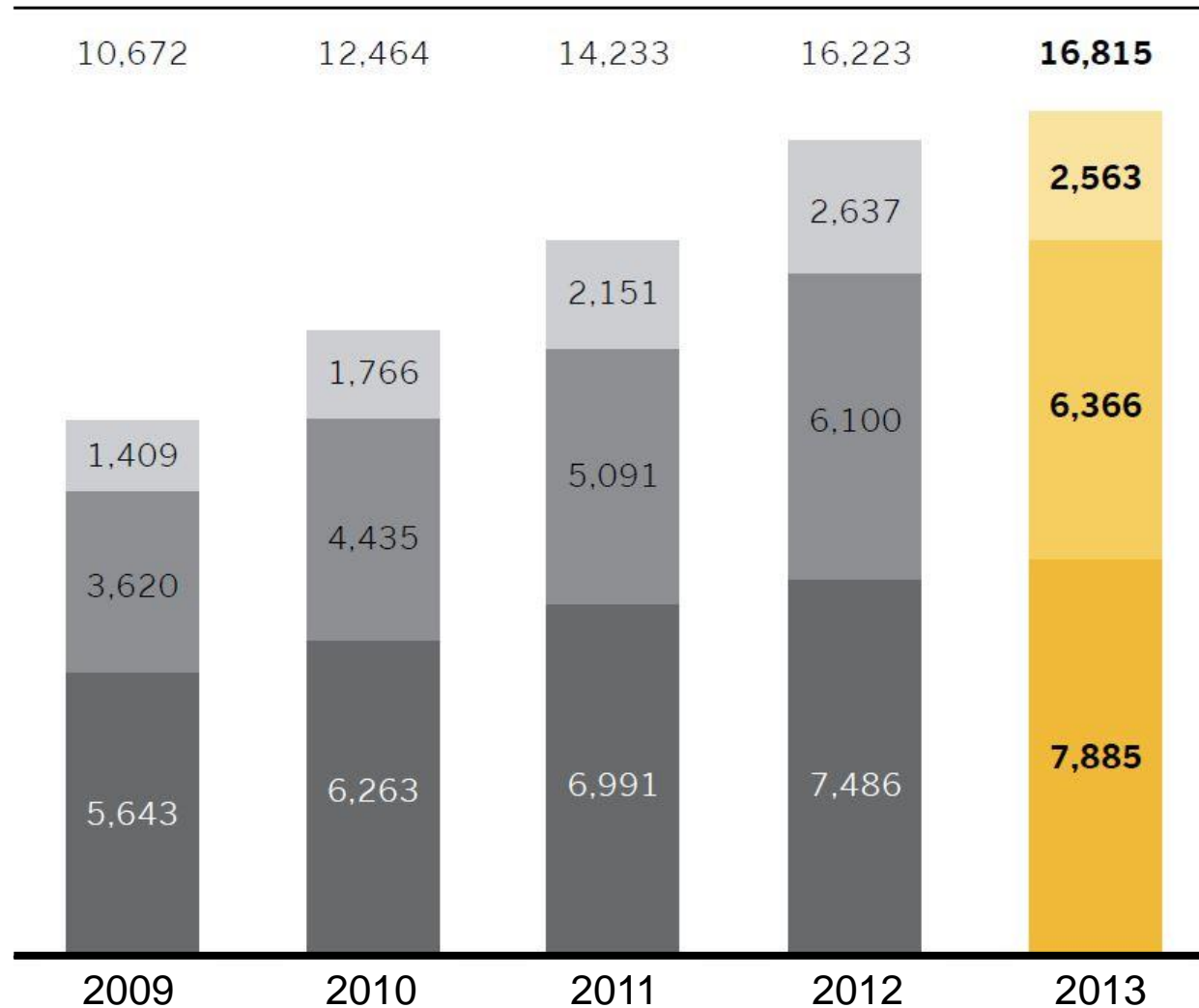
€ millions



■ EMEA region ■ Americas region ■ Asia Pacific Japan region

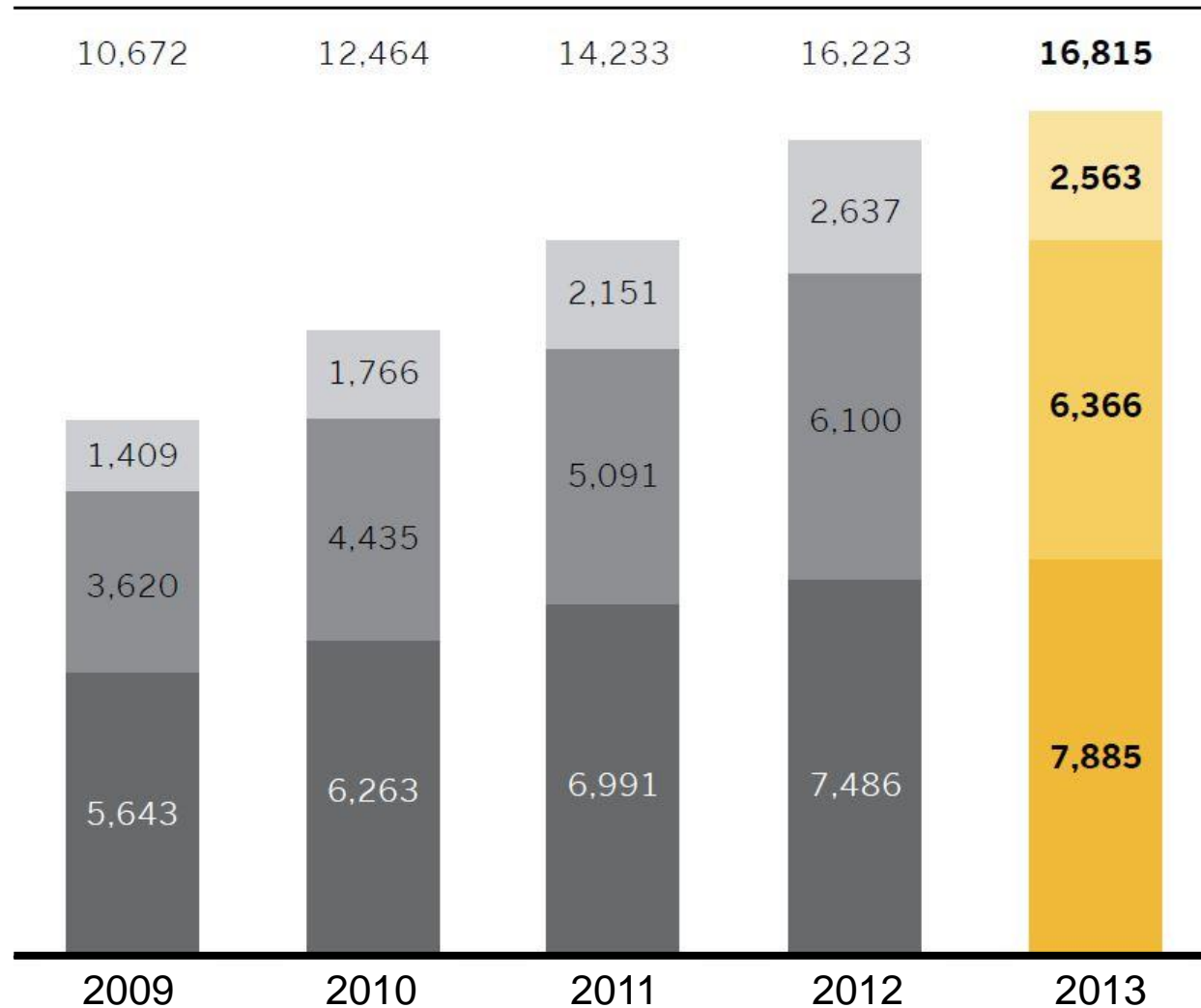
Total Revenue by Region (based on customer location)

€ millions



Total Revenue by Region (based on customer location)

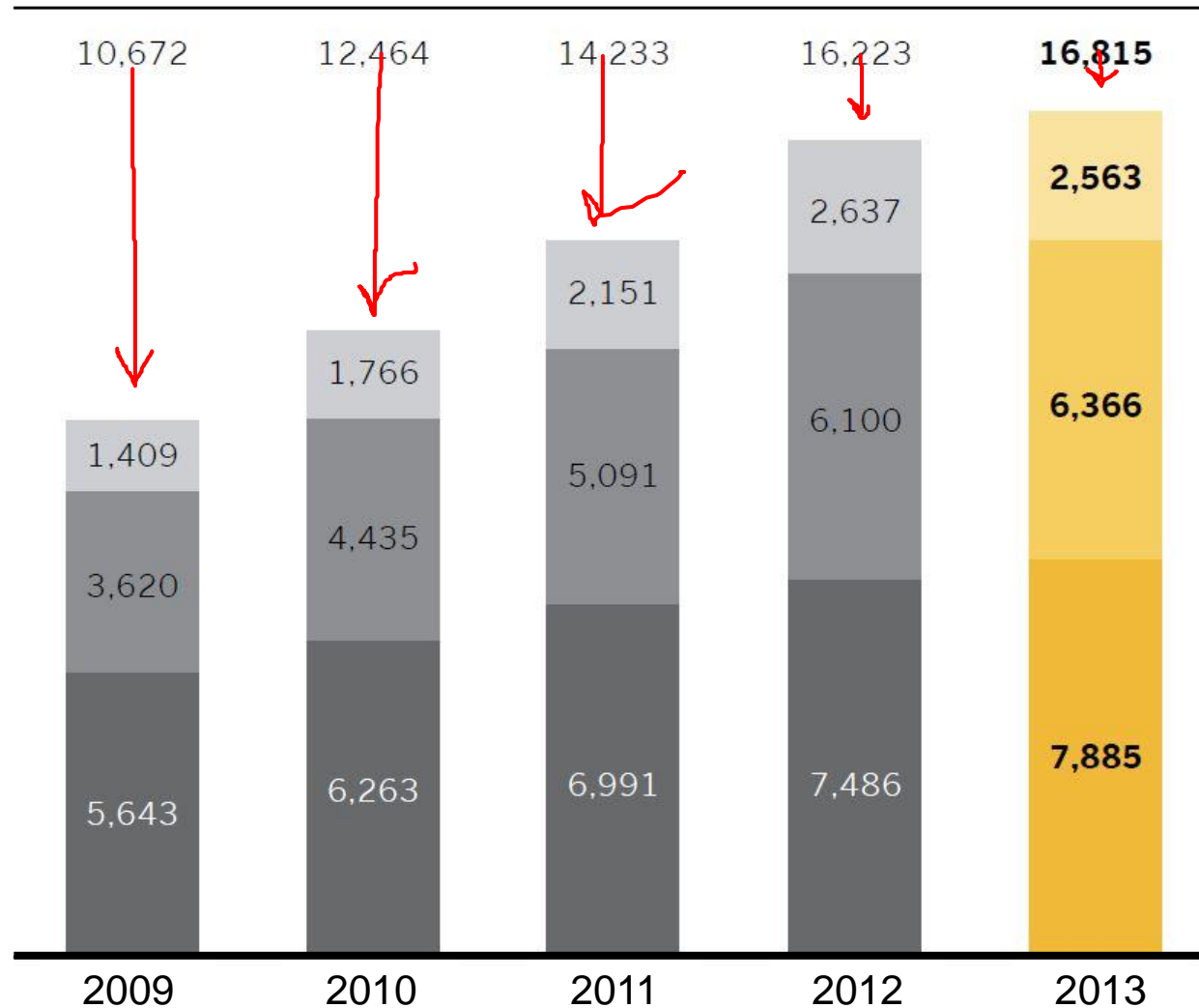
€ millions



■ EMEA region ■ Americas region ■ Asia Pacific Japan region

Total Revenue by Region (based on customer location)

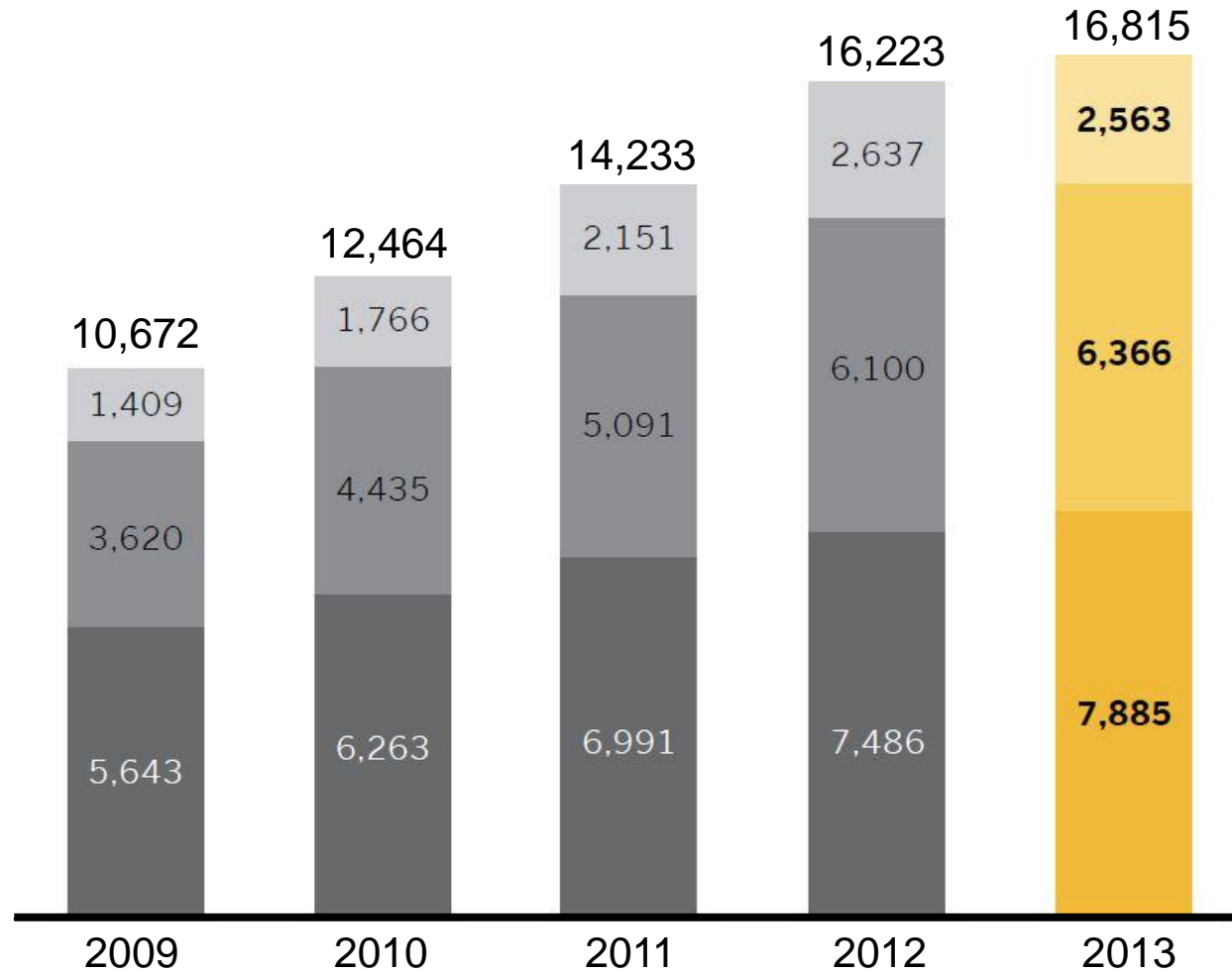
€ millions



■ EMEA region ■ Americas region ■ Asia Pacific Japan region

Total Revenue by Region (based on customer location)

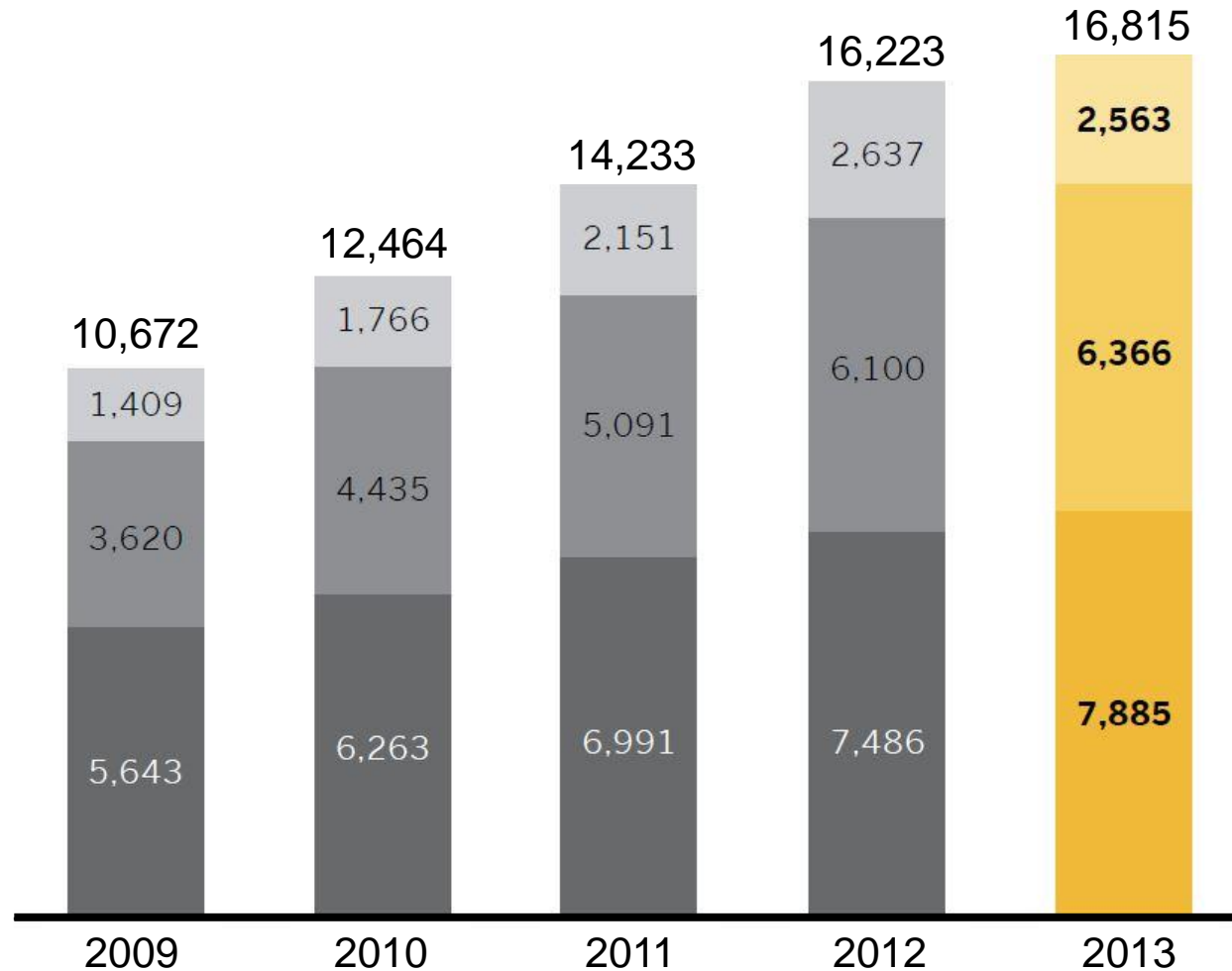
€ millions






■ EMEA region ■ Americas region ■ Asia Pacific Japan region

Total Revenue by Region (based on customer location)

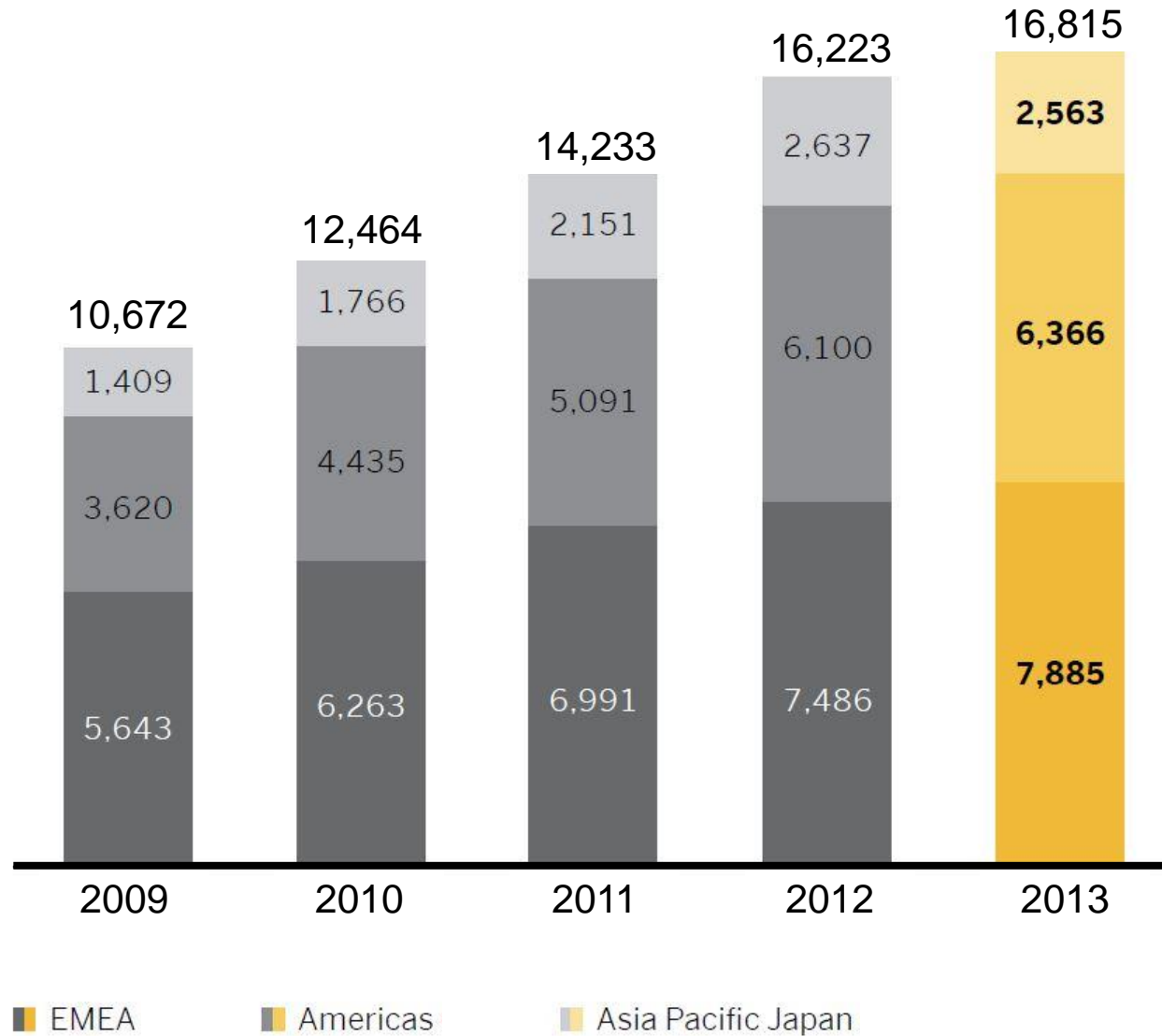
€ millions



 EMEA region  Americas region  Asia Pacific Japan region

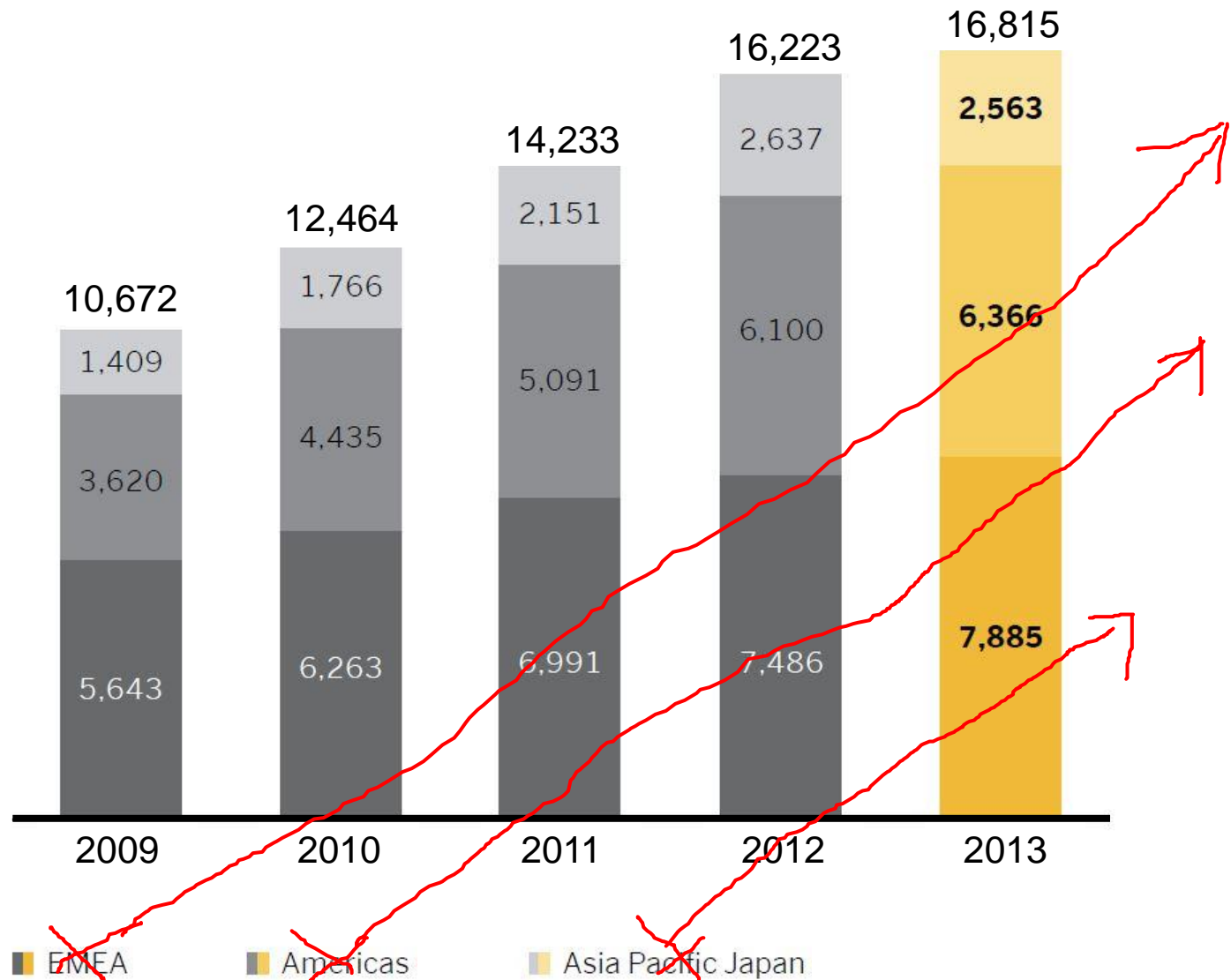
Total Revenue by Region (based on customer location)

€ millions



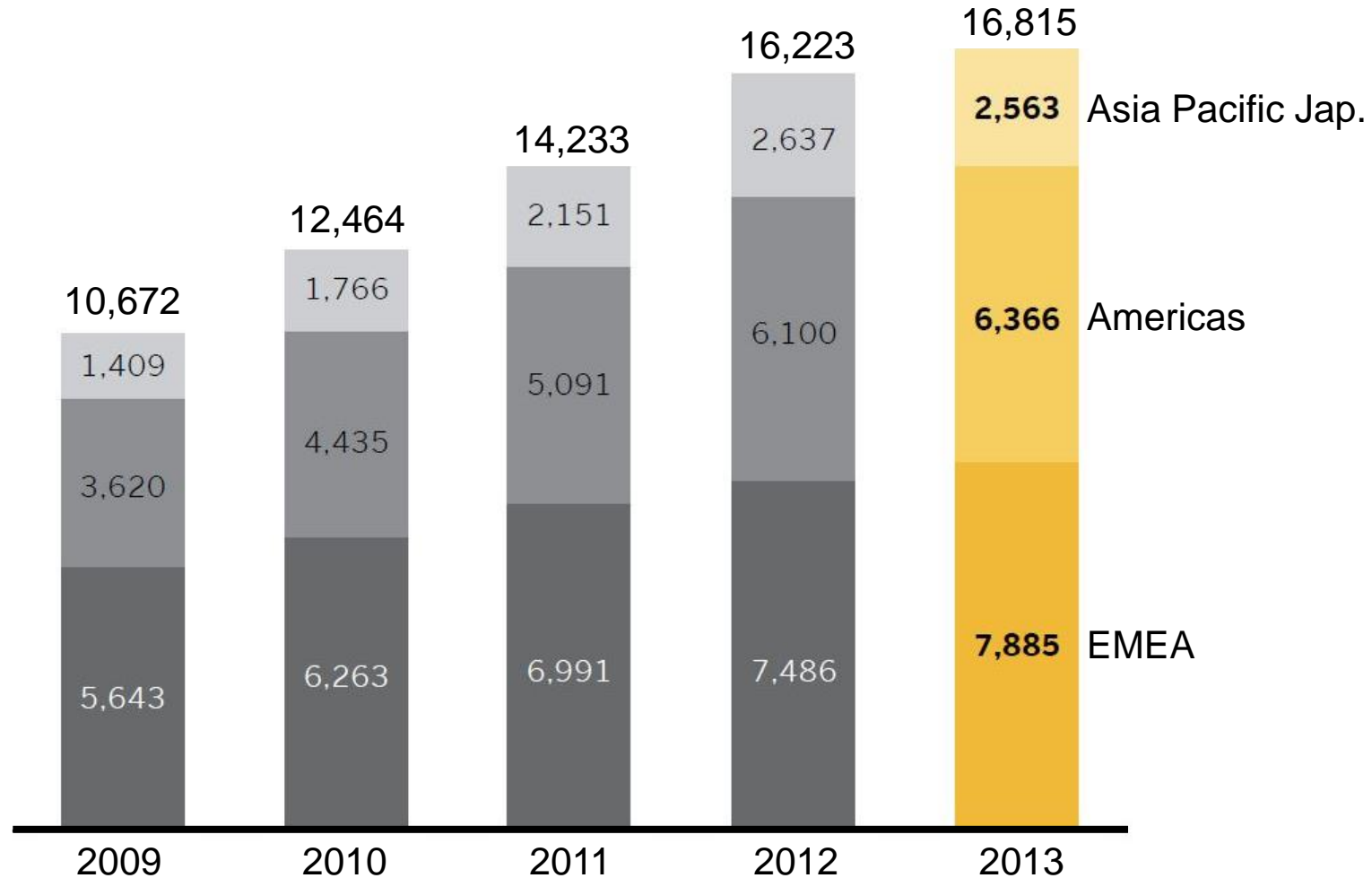
Total Revenue by Region (based on customer location)

€ millions



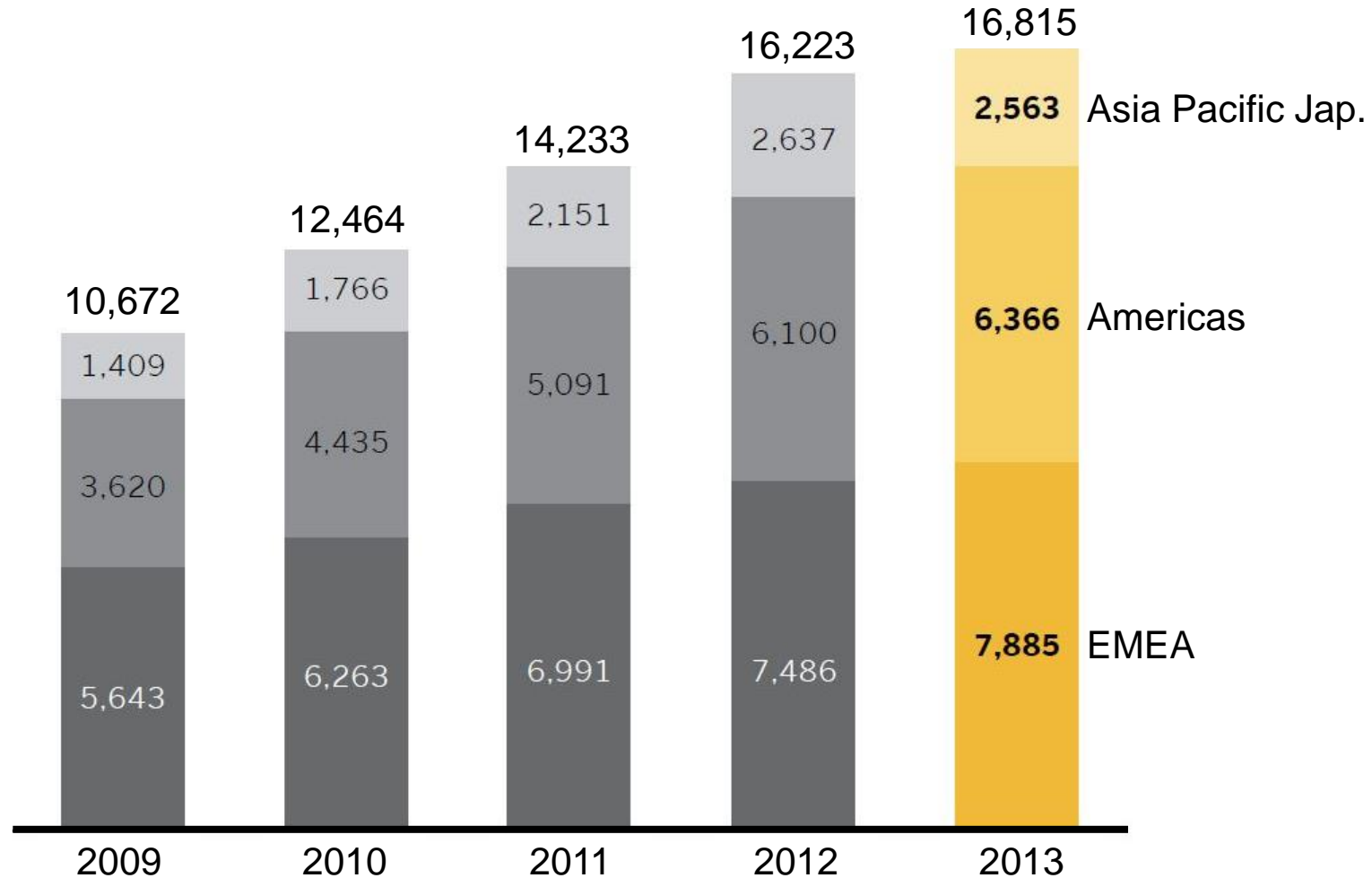
Total Revenue by Region (based on customer location)

€ millions



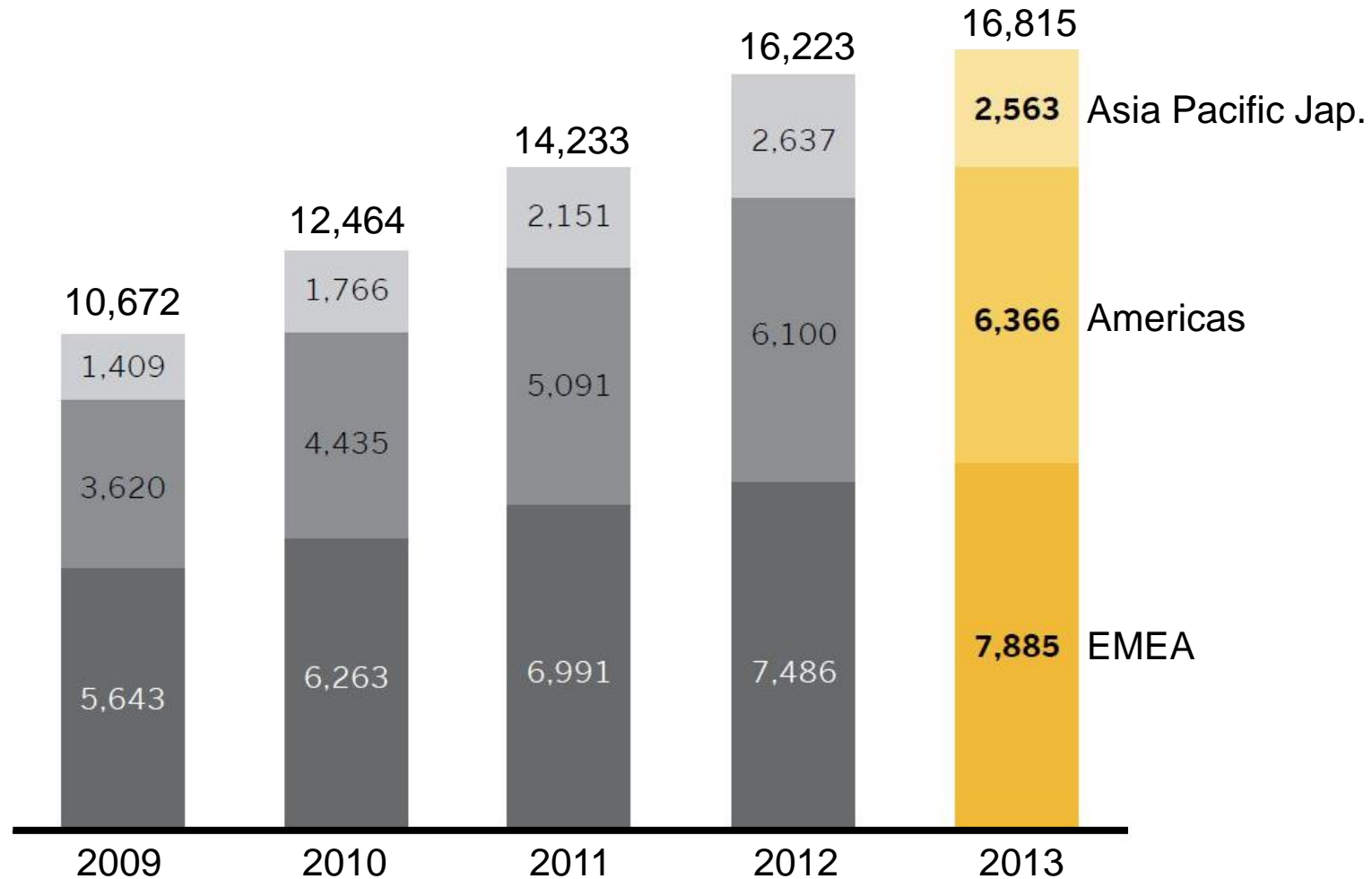
Total Revenue by Region (based on customer location)

€ millions



Total Revenue by Region*

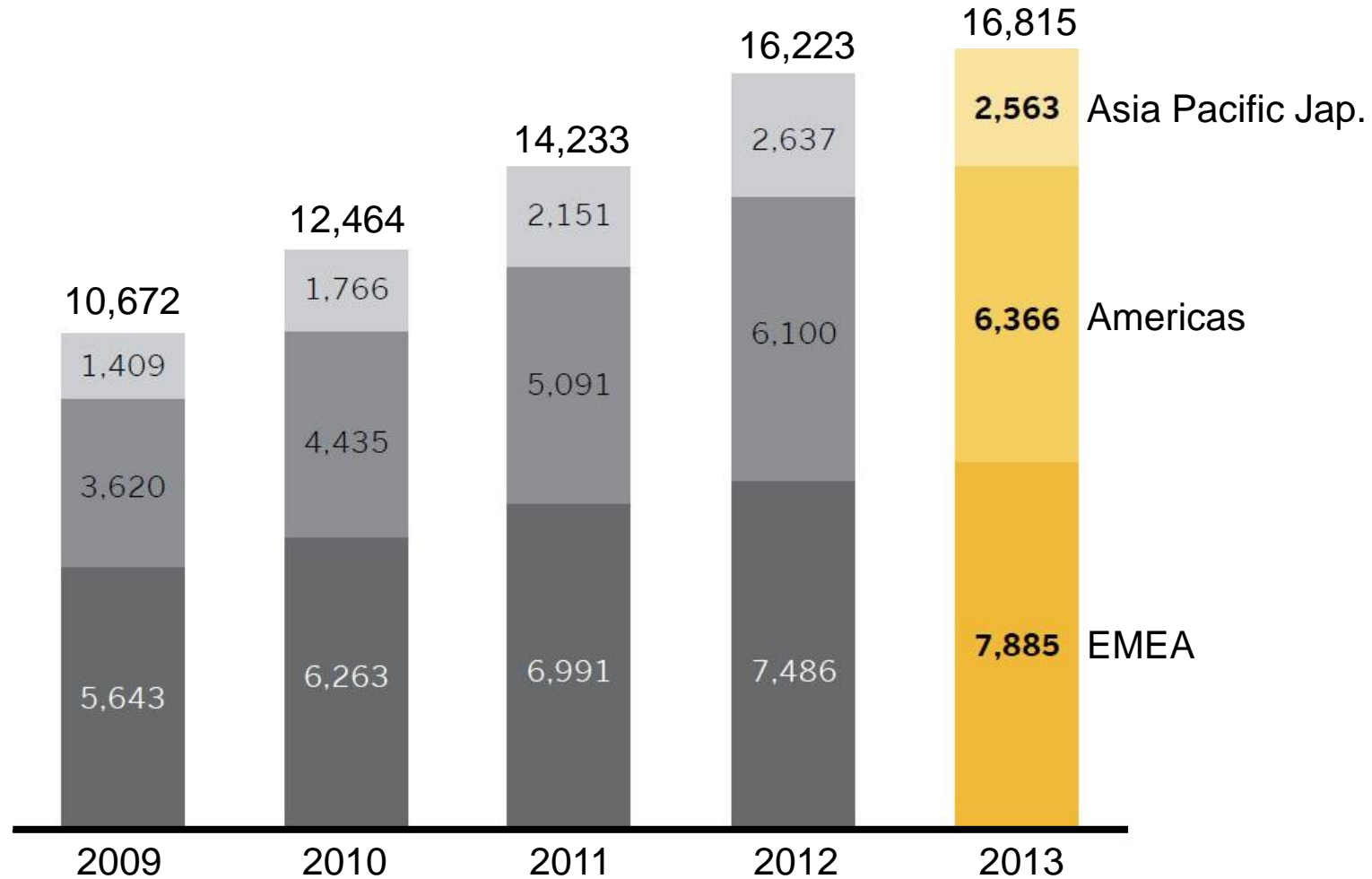
€ millions



* based on customer location

~~Total~~ Revenue by Region*

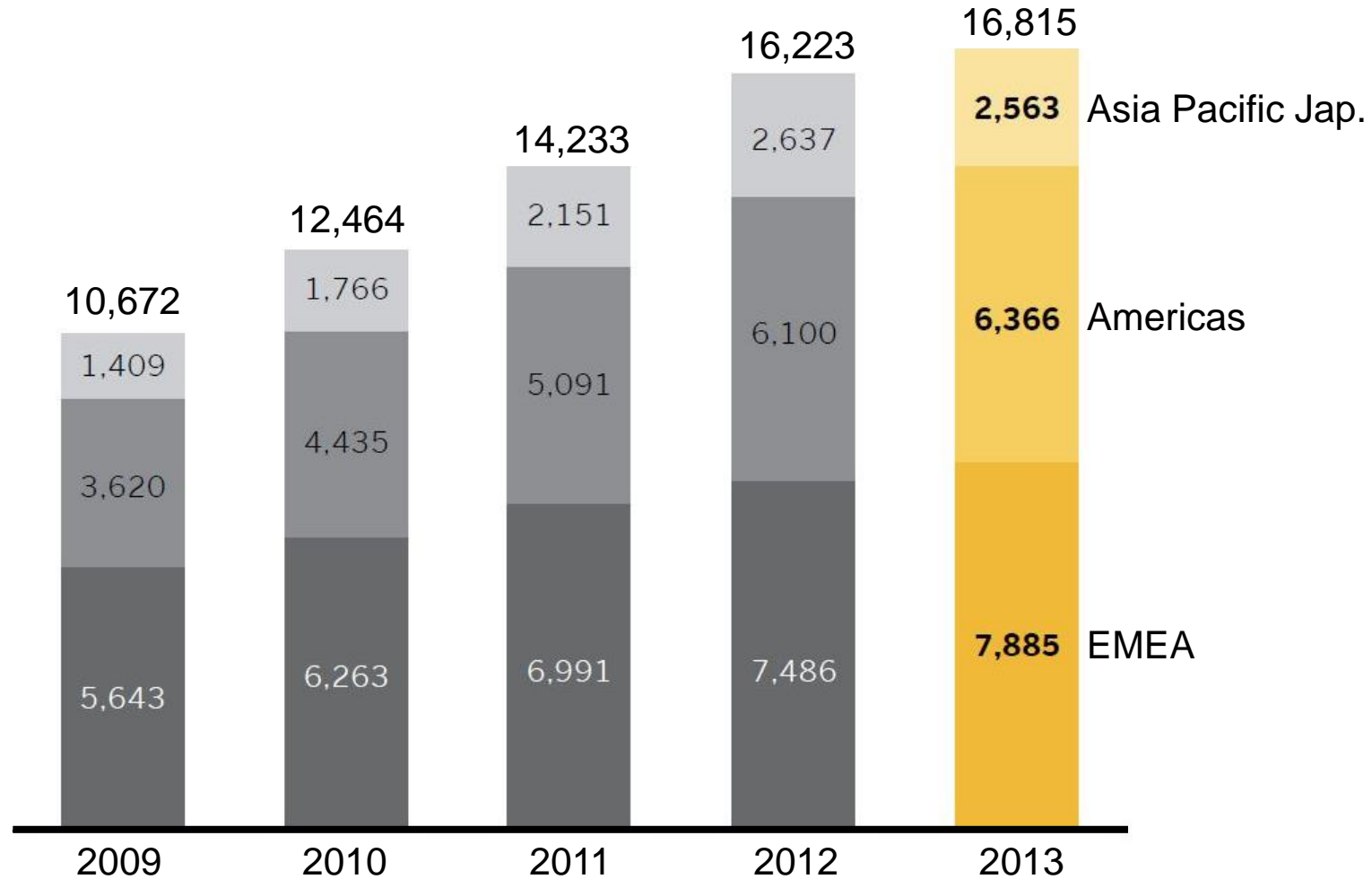
€ millions



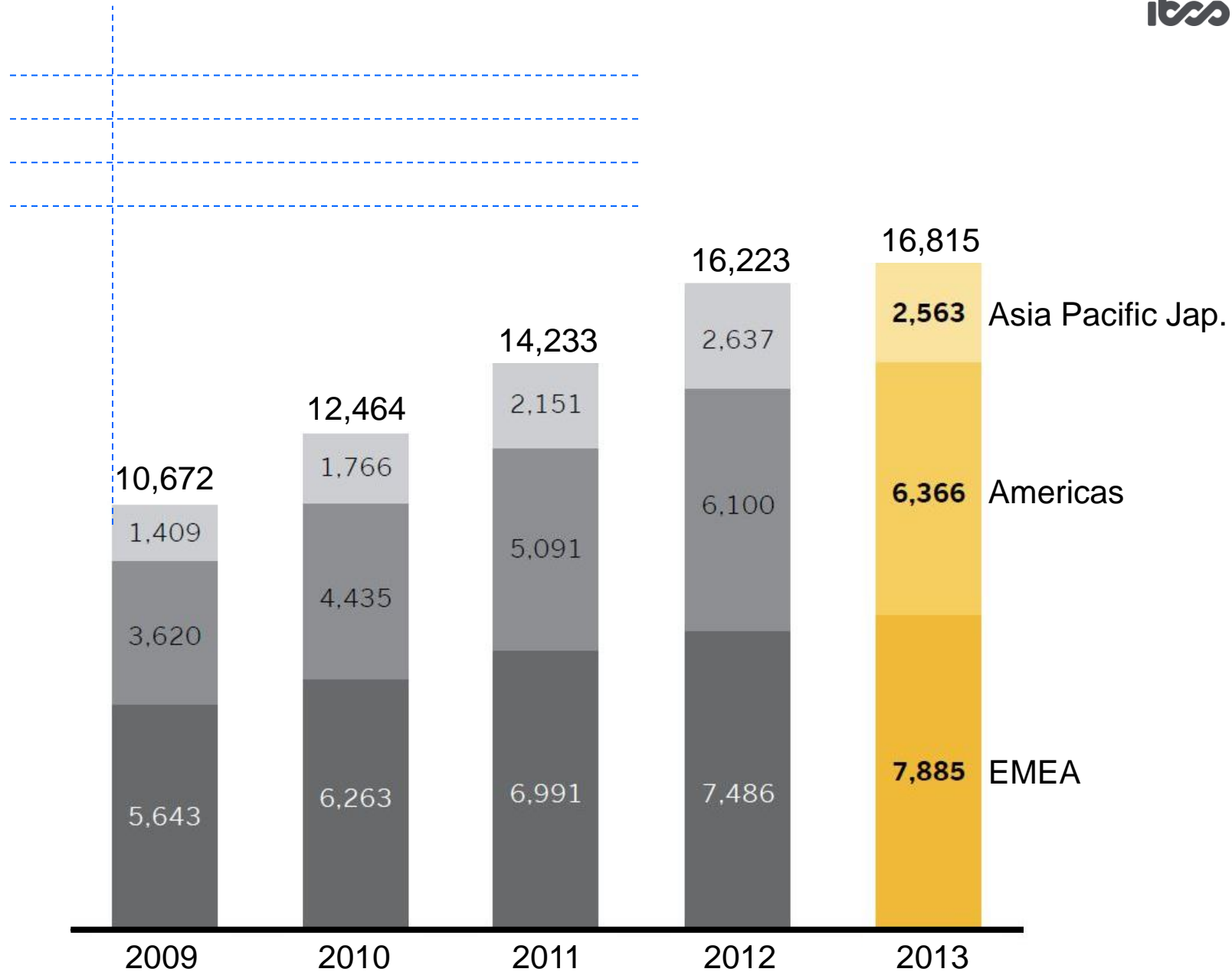
* based on customer location

Revenue by Region*

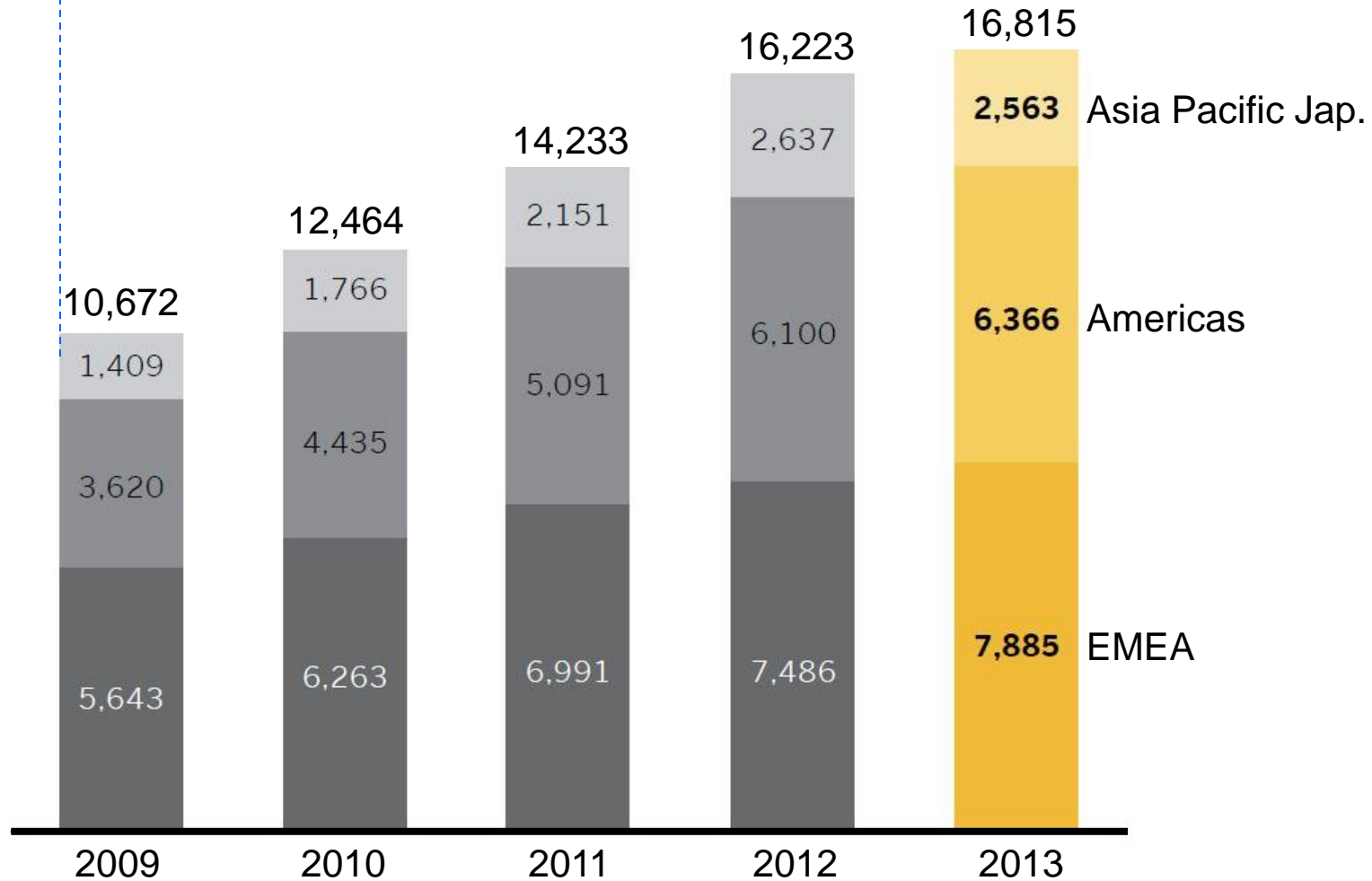
€ millions



* based on customer location

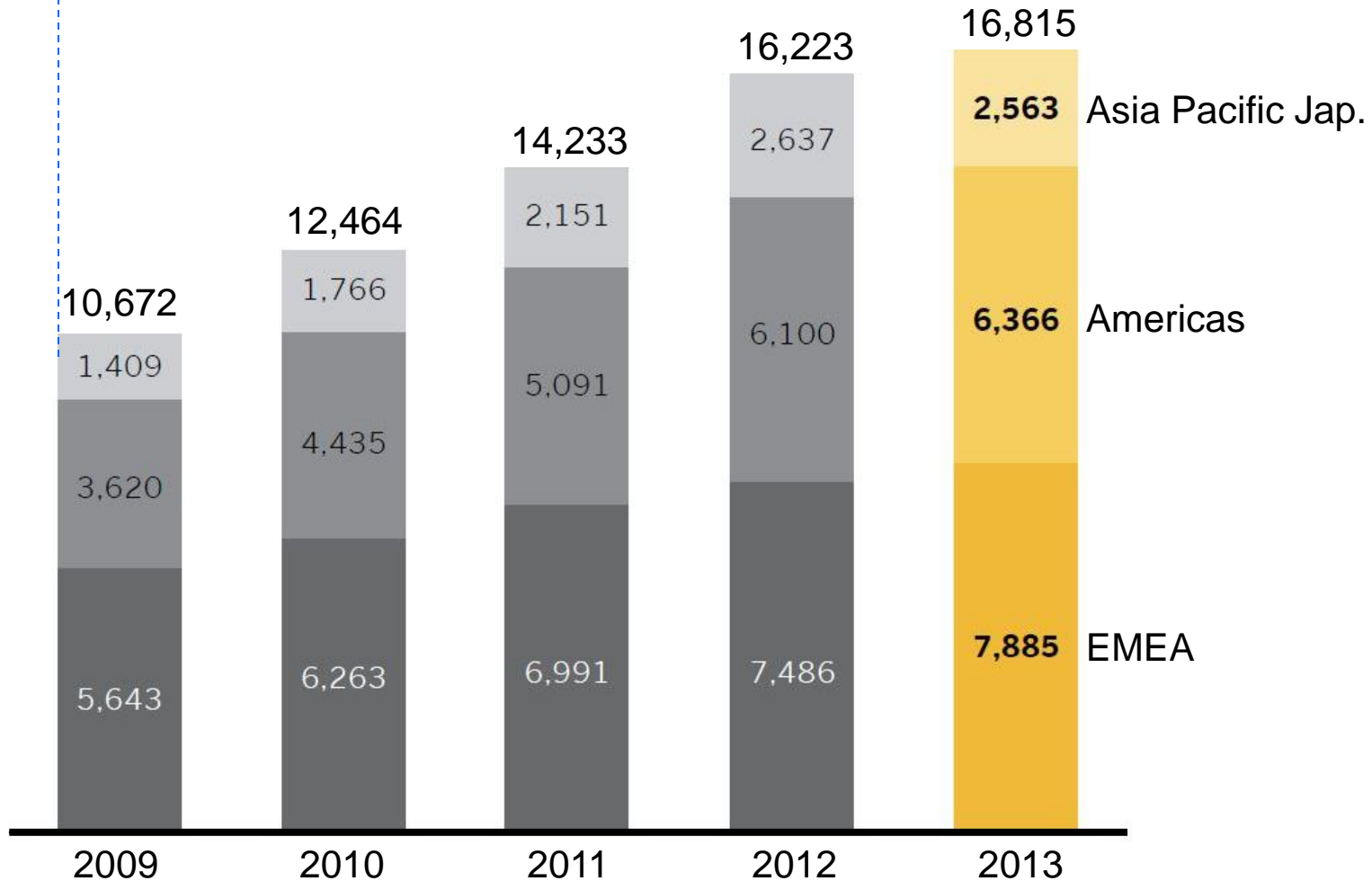


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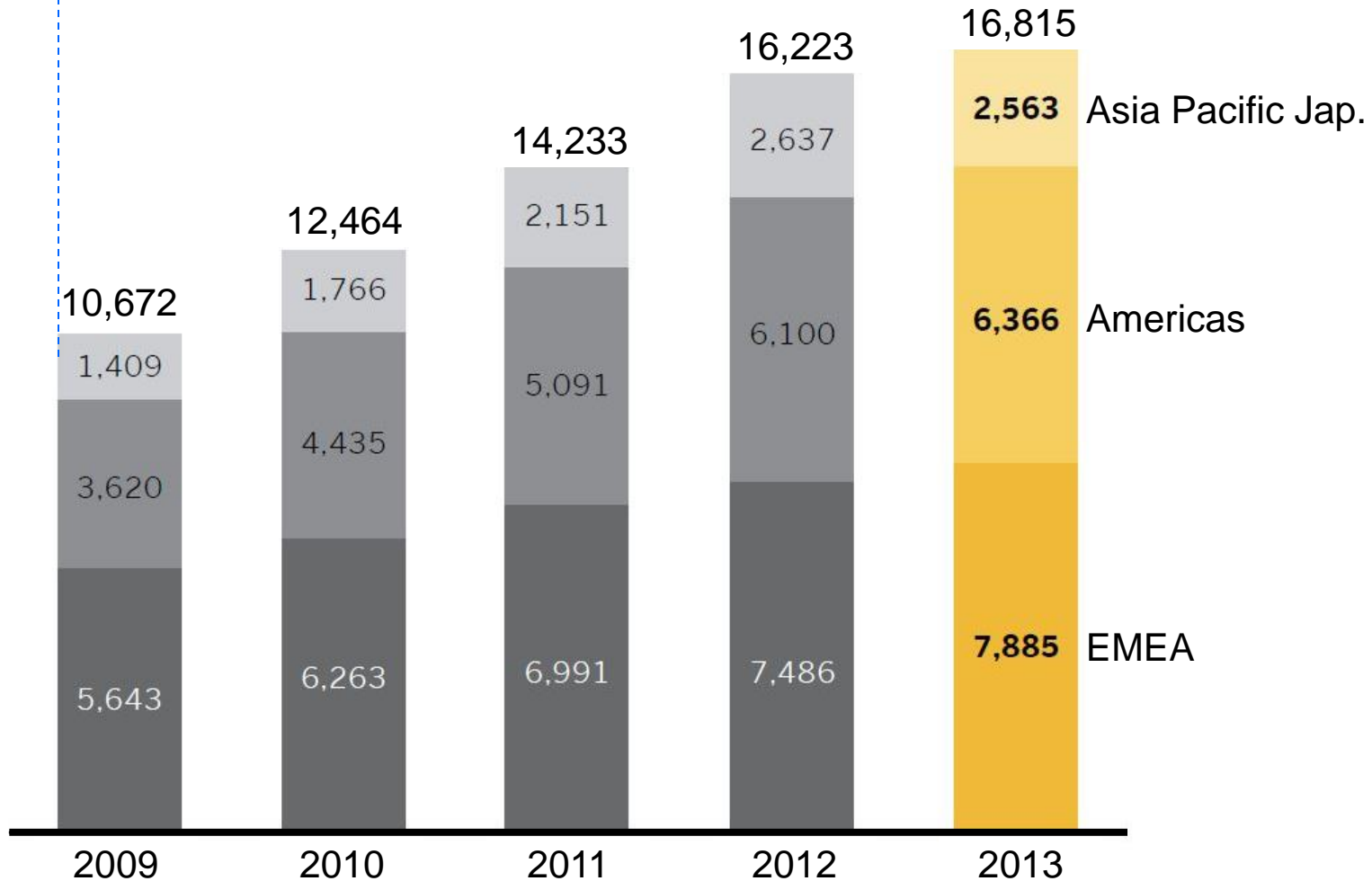
Revenue in mEUR by Region*



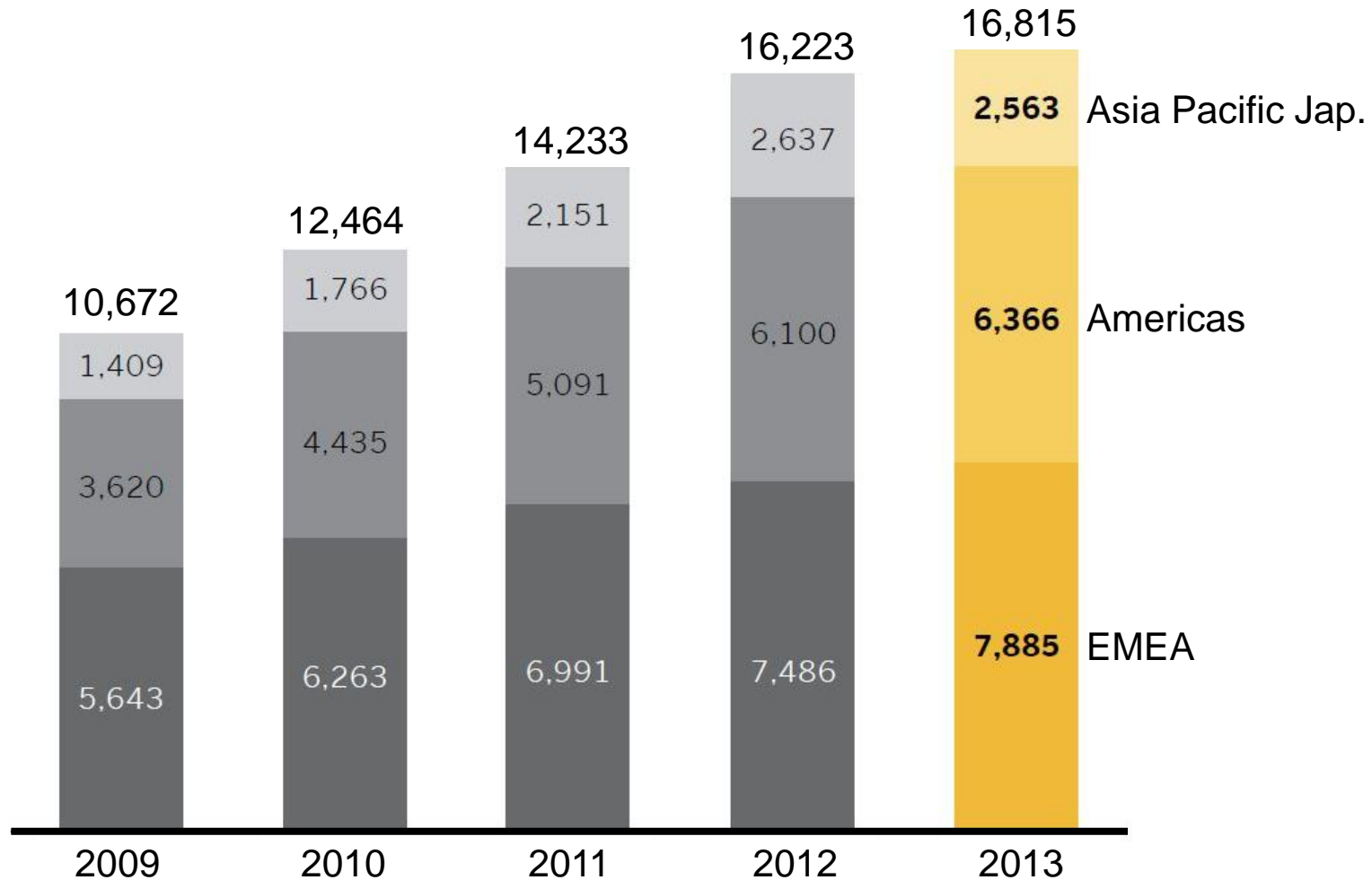
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Revenue in mEUR by Region*

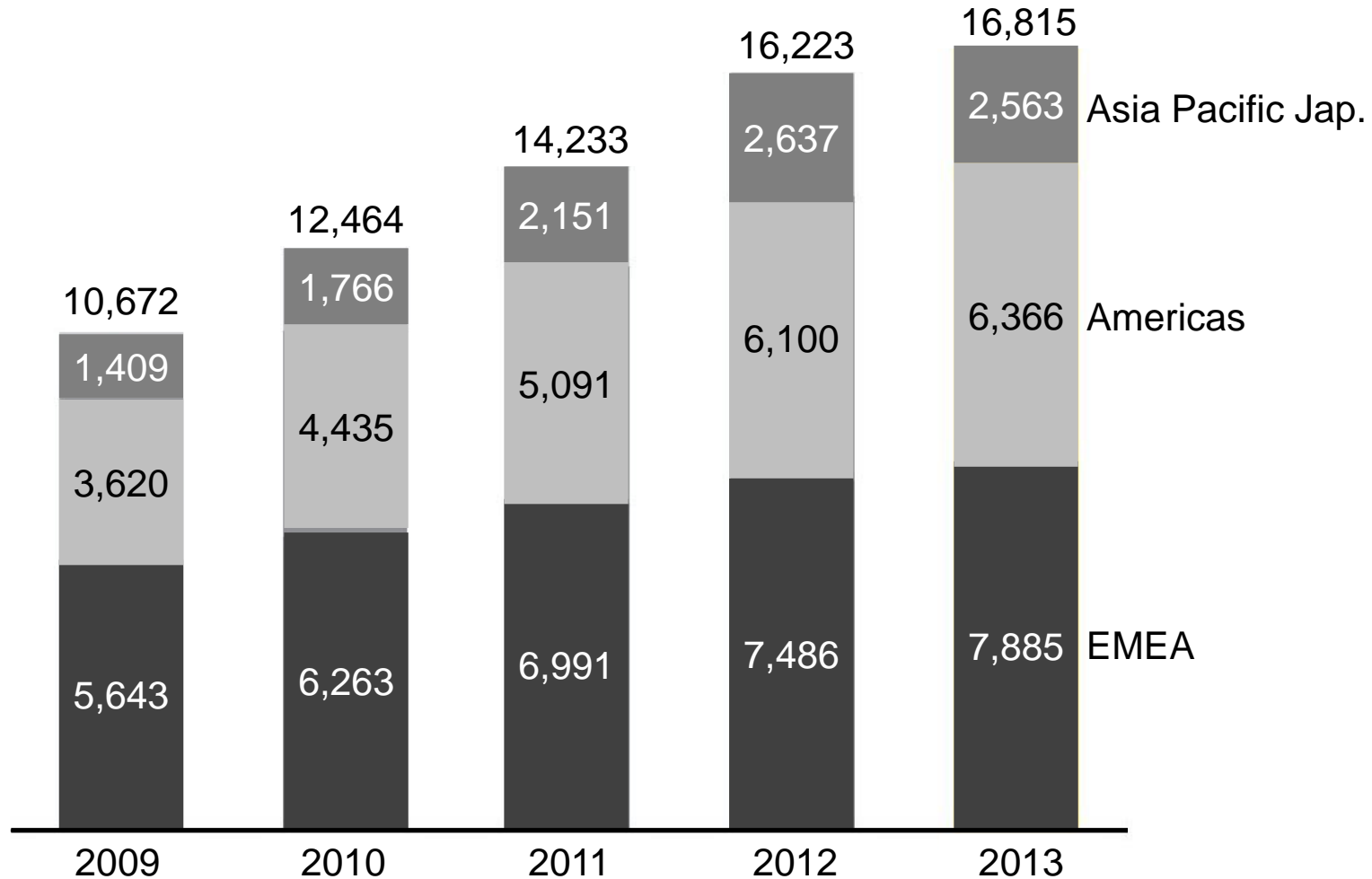
2009..2013



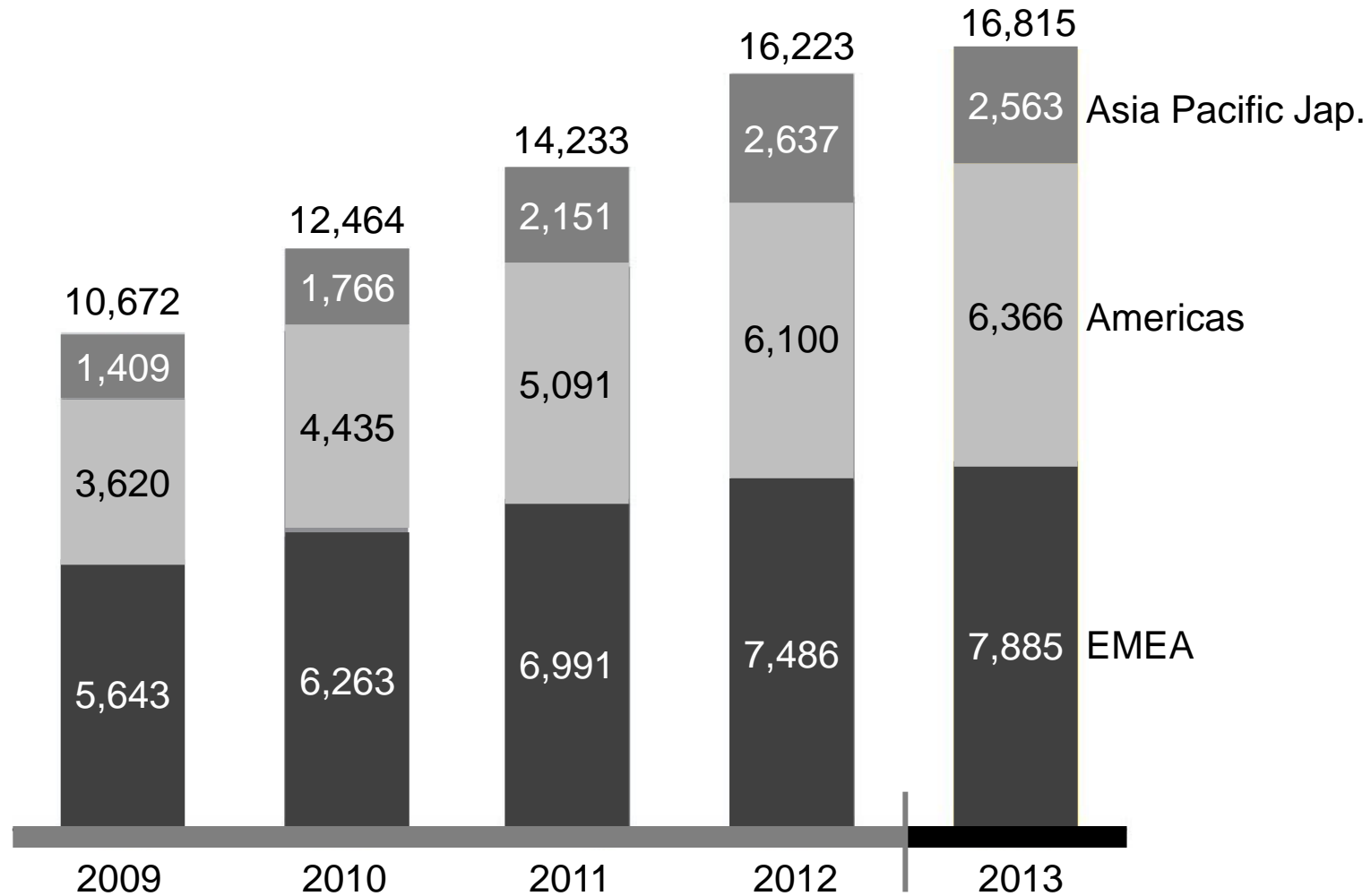
SAP AG
Revenue in mEUR by Region*
2009..2013



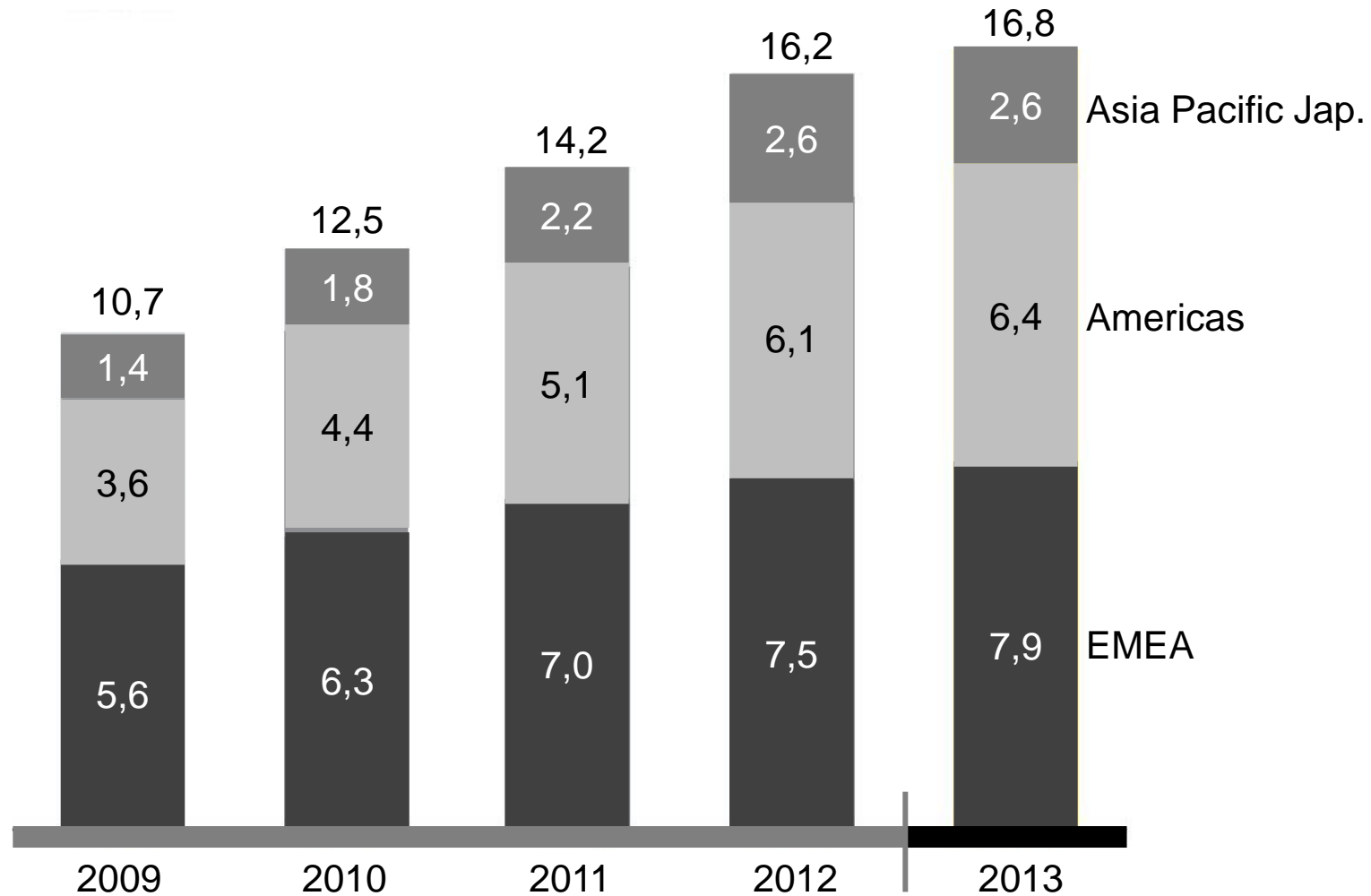
SAP AG
Revenue in mEUR by Region*
2009..2013



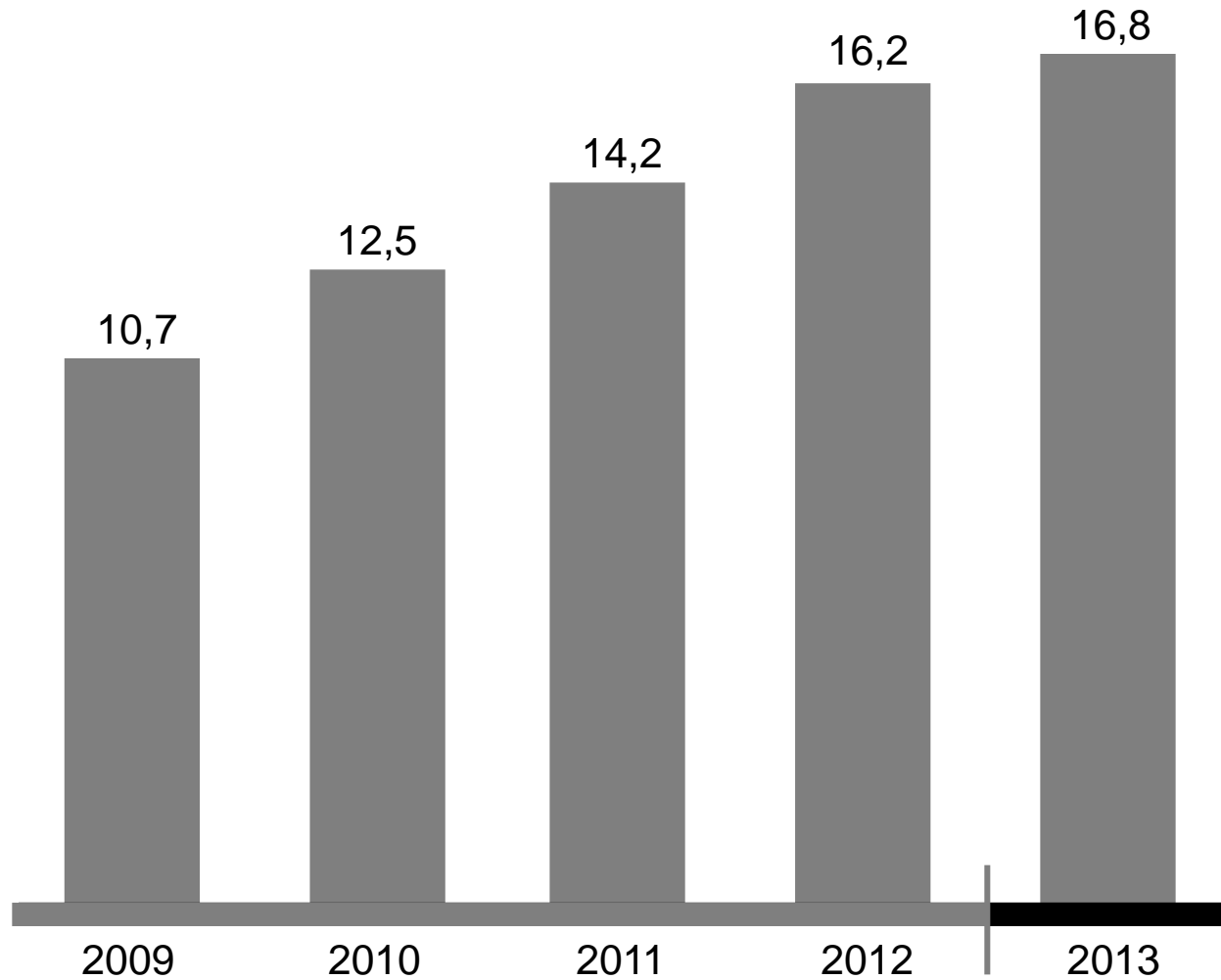
SAP AG
Revenue in mEUR by Region*
2009..2013



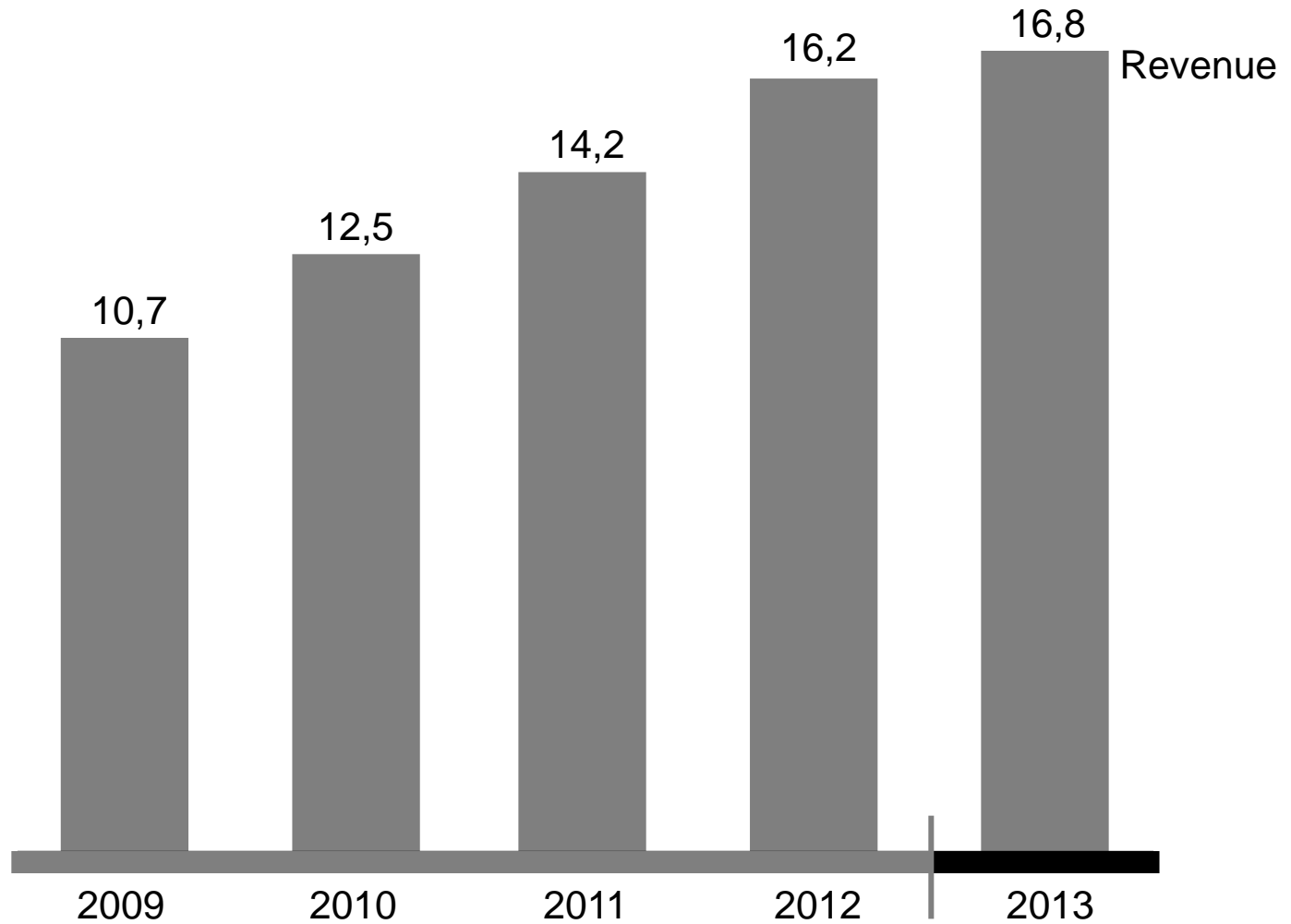
SAP AG
Revenue in bEUR by Region*
2009..2013



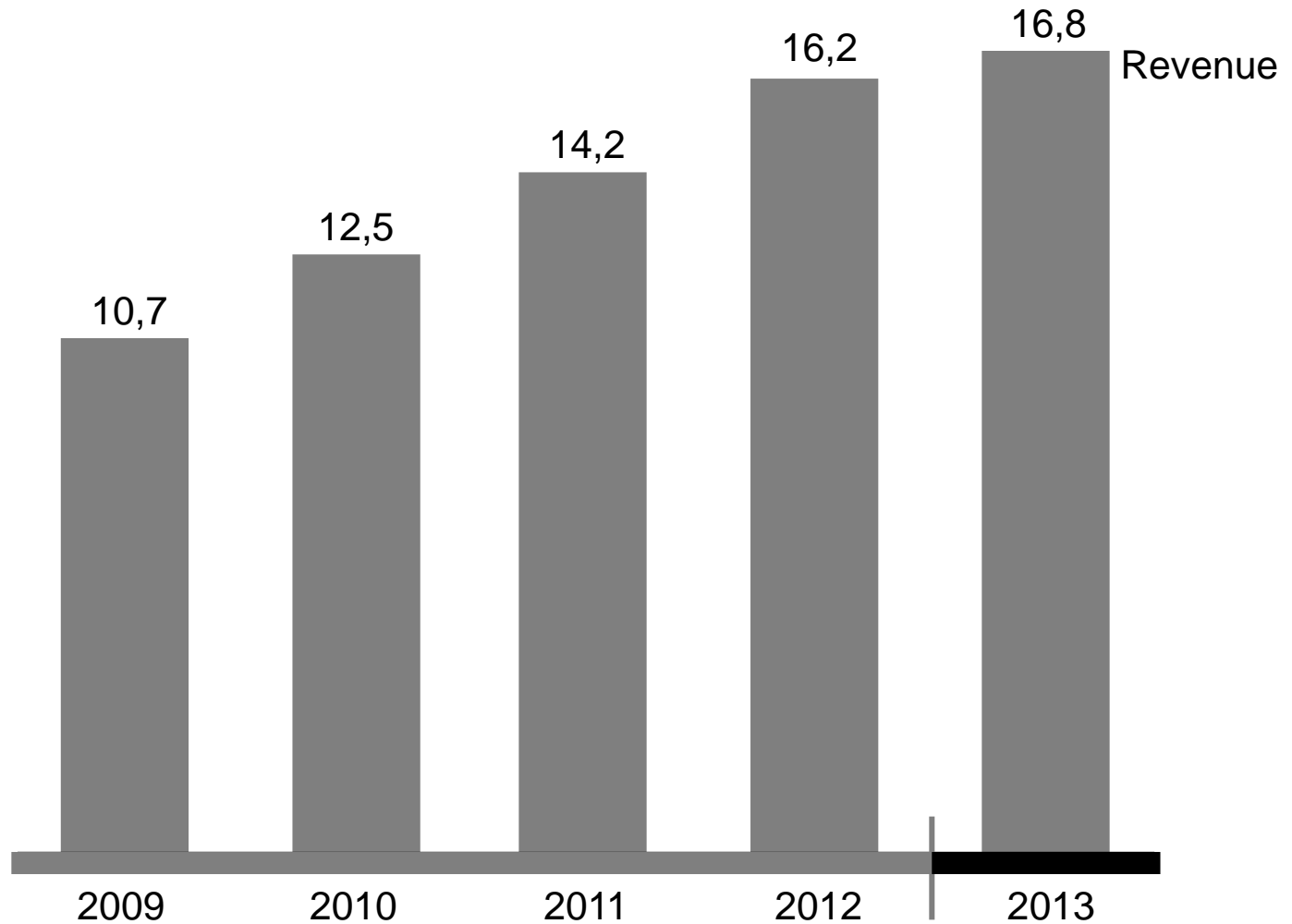
SAP AG
Revenue in bEUR
2009..2013



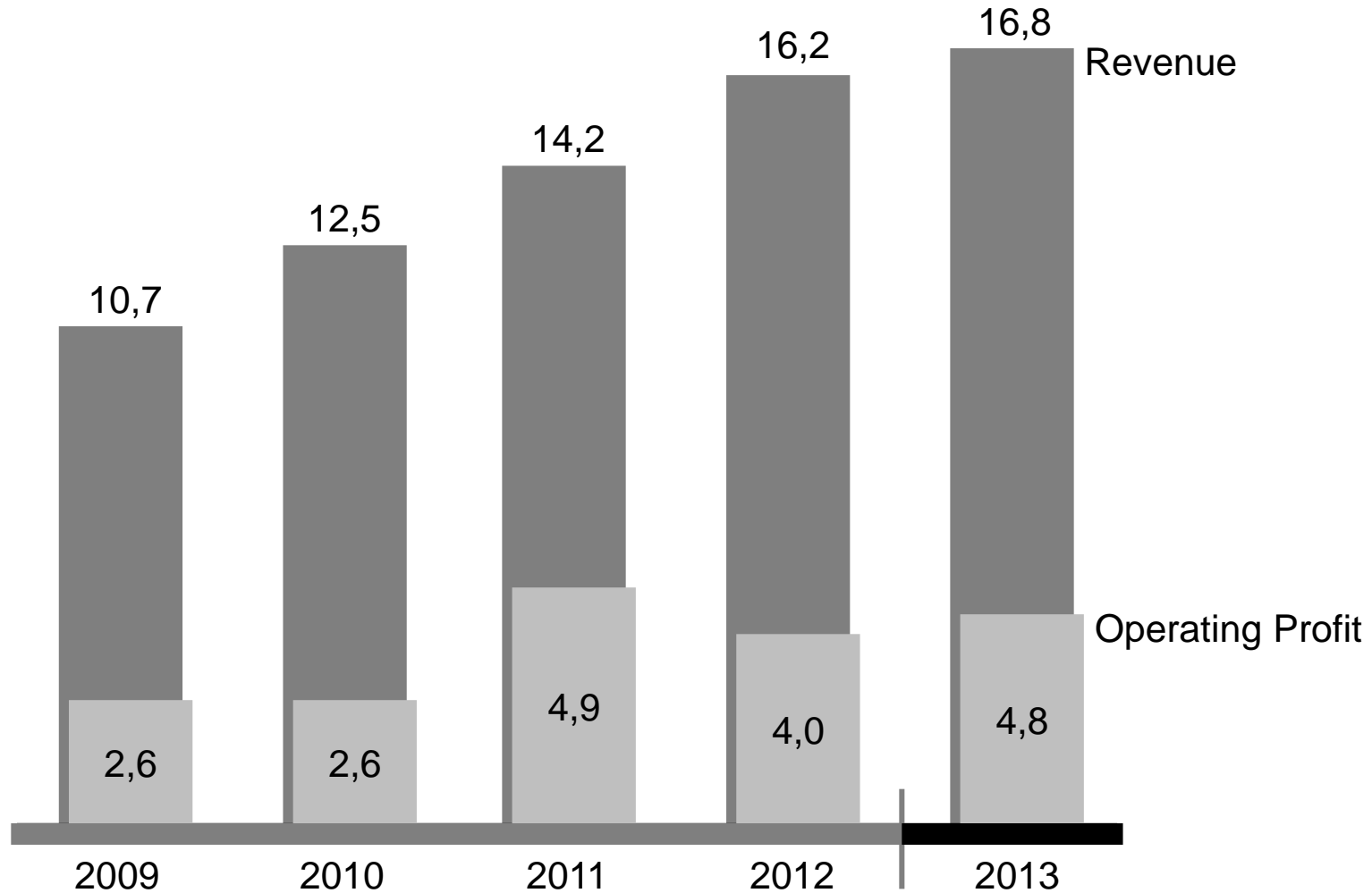
SAP AG
Revenue in bEUR
2009..2013



SAP AG
Revenue, Operating Profit in bEUR
2009..2013

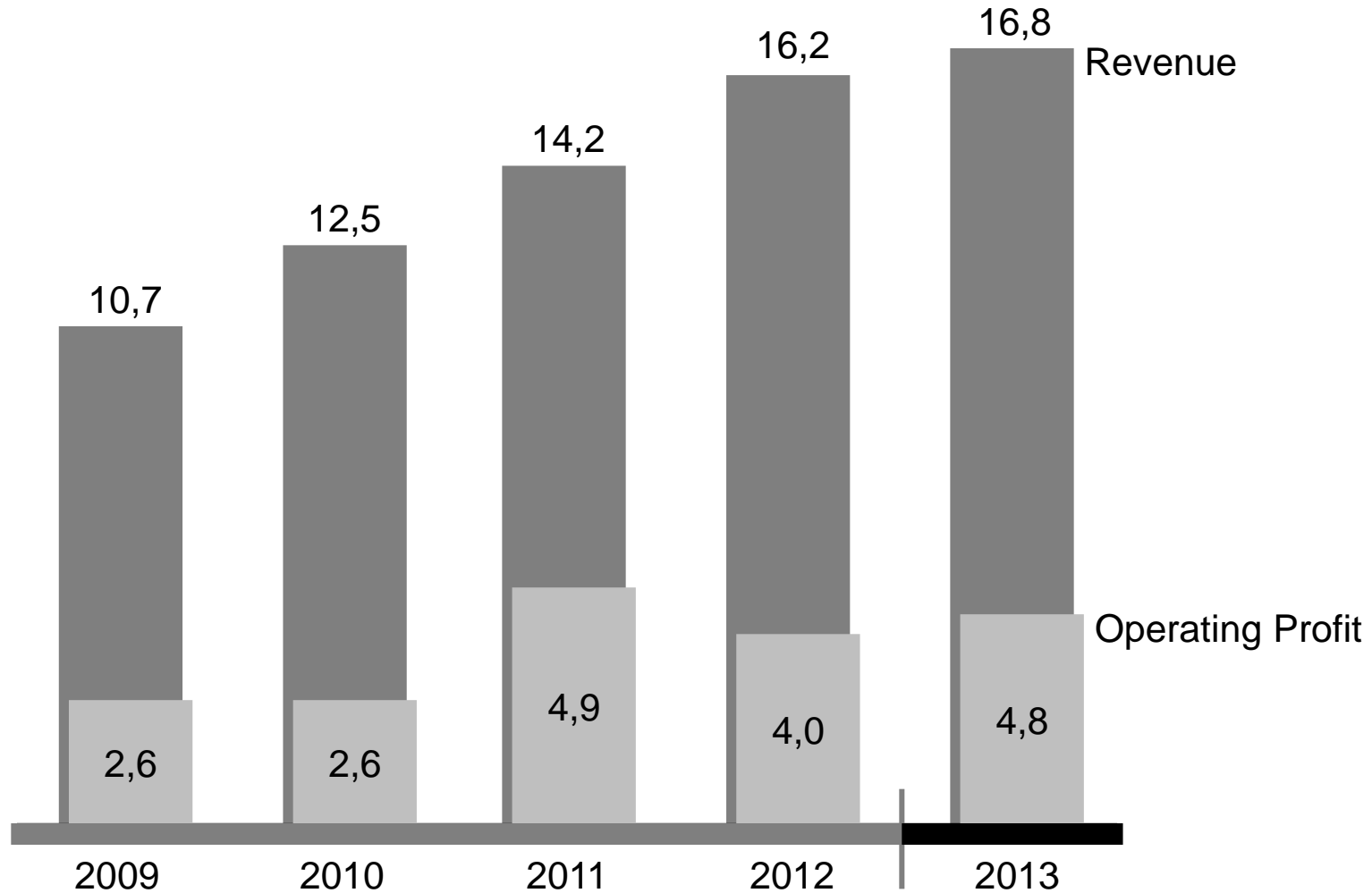


SAP AG
Revenue, Operating Profit in bEUR
2009..2013



SAP AG

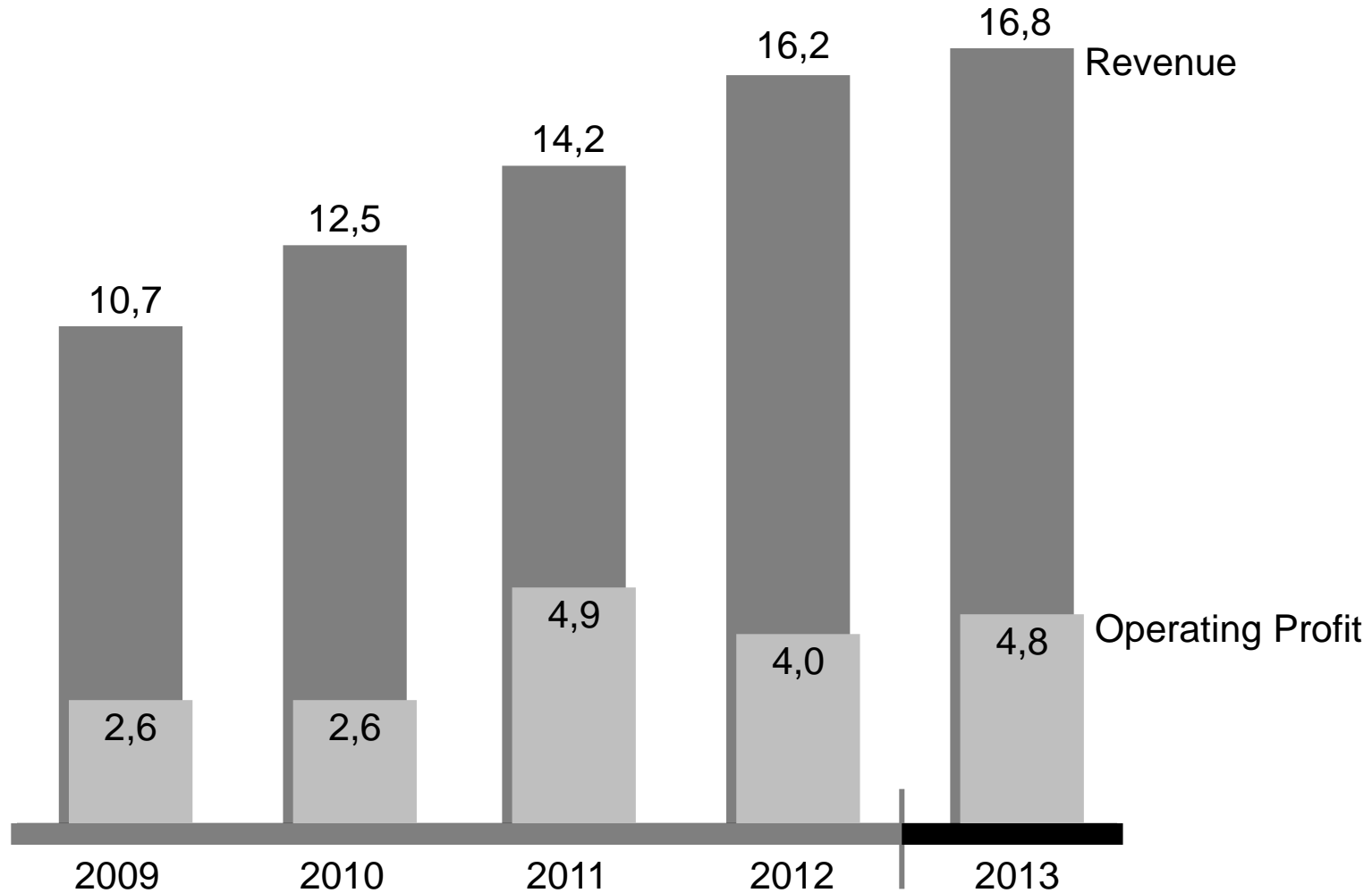
Revenue, Operating Profit and Profit after Tax in bEUR
2009..2013



SAP AG

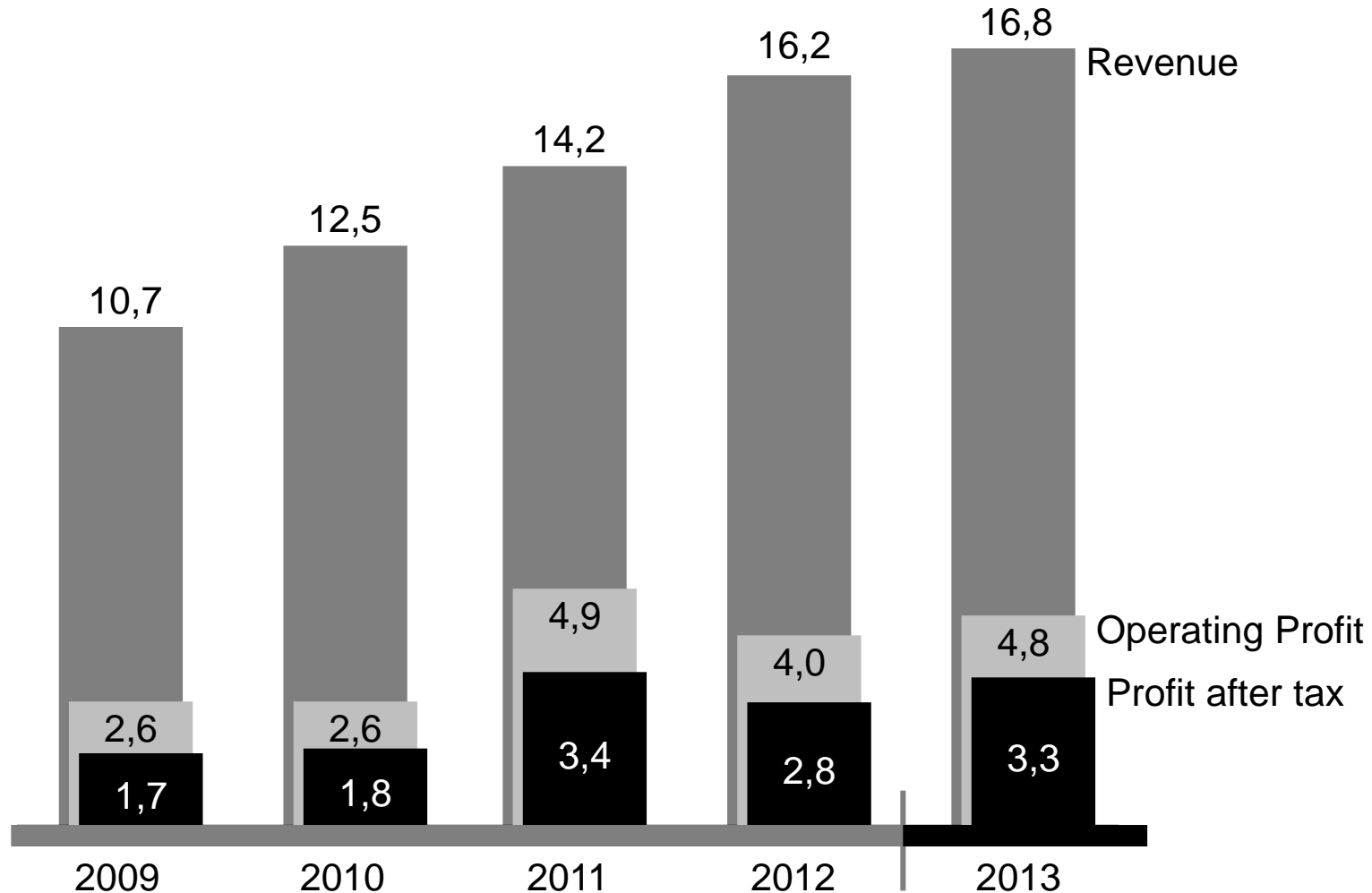
Revenue, Operating Profit and Profit after Tax in bEUR

2009..2013



SAP AG

Revenue, Operating Profit and Profit after Tax in bEUR
2009..2013

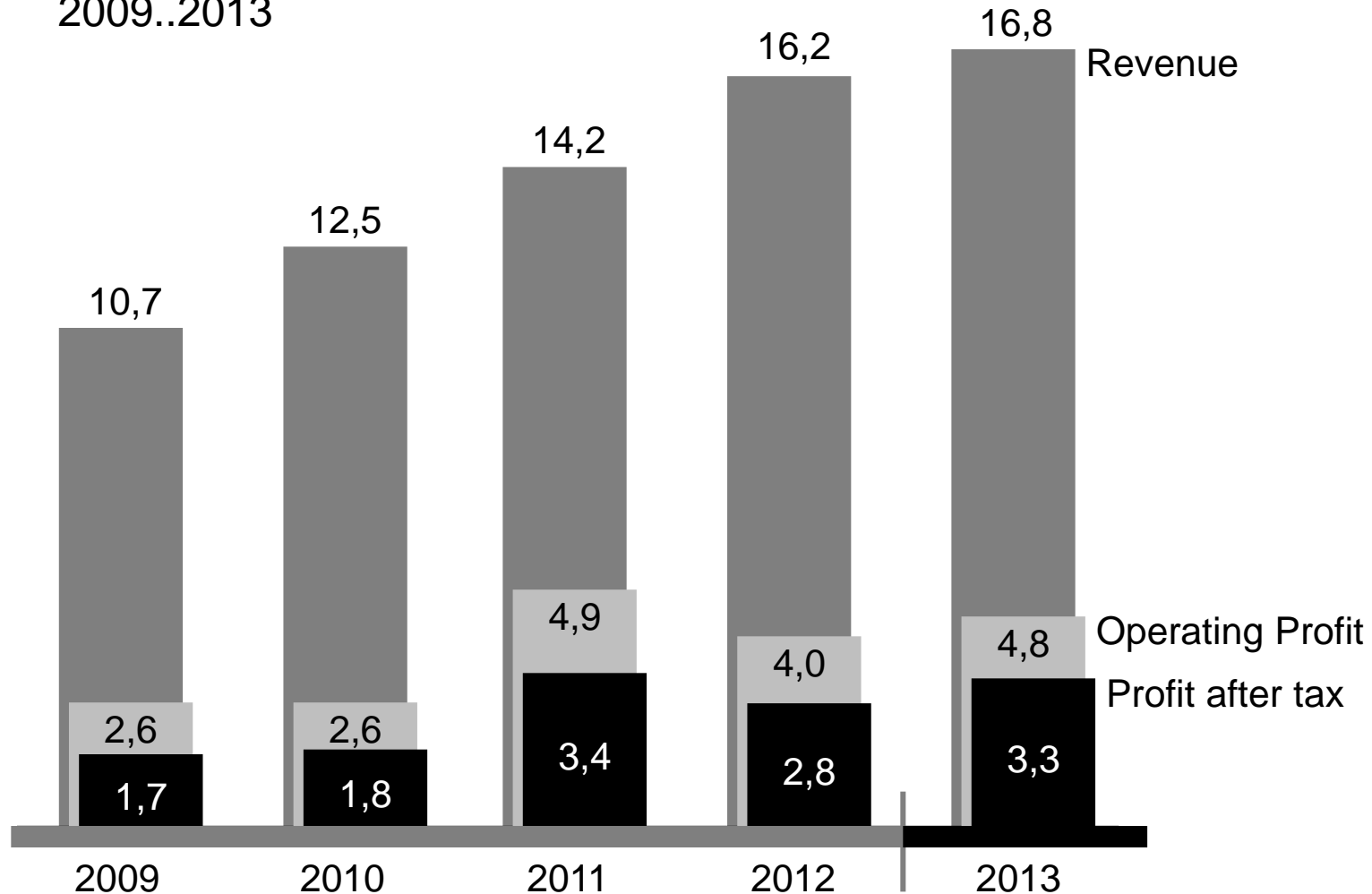


SAP AG

Revenue, Operating Profit and Profit after Tax in bEUR

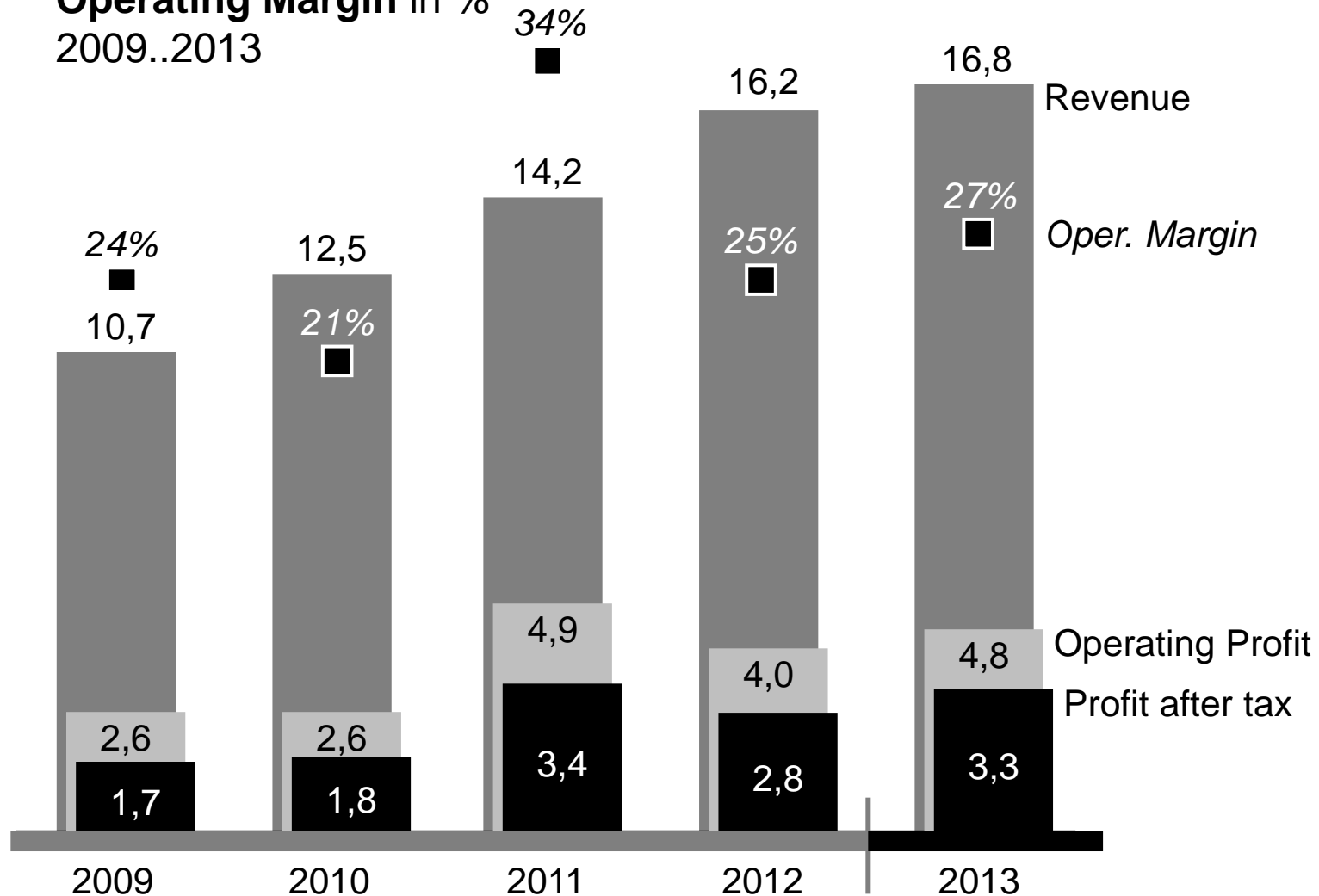
Operating Margin in %

2009..2013



SAP AG

Revenue, Operating Profit and Profit after Tax in bEUR

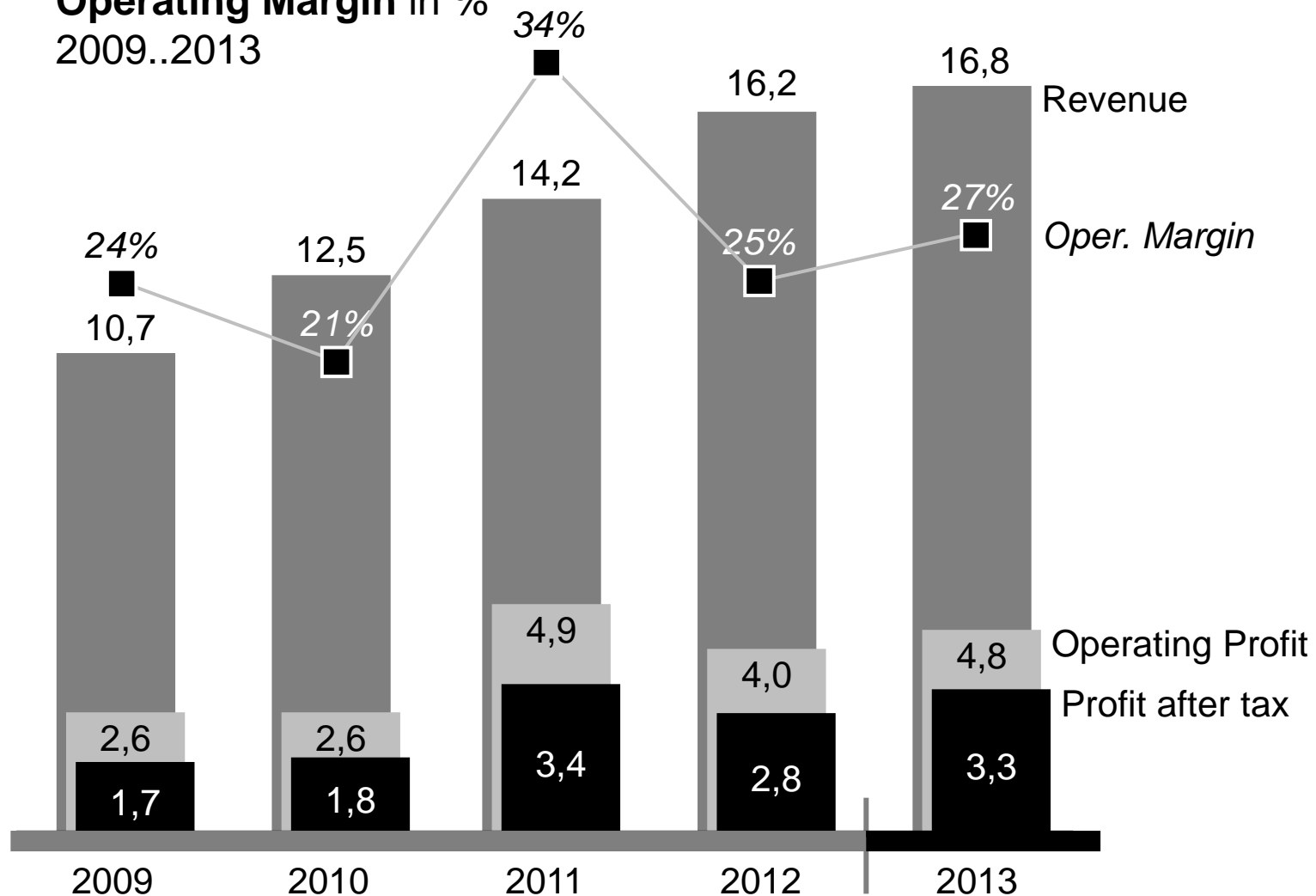
Operating Margin in %
2009..2013

SAP AG

Revenue, Operating Profit and Profit after Tax in bEUR

Operating Margin in %

2009..2013

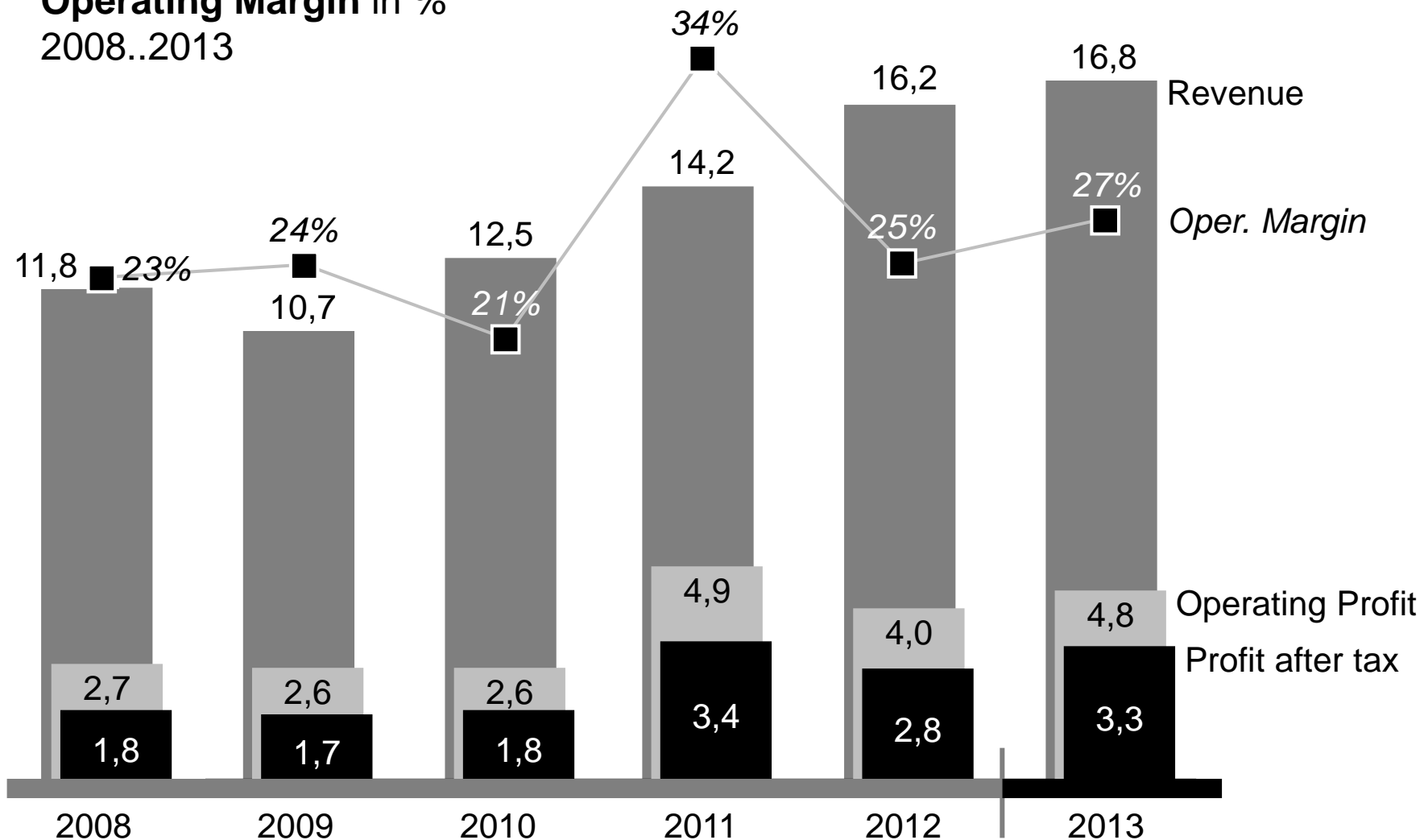


SAP AG

Revenue, Operating Profit and Profit after Tax in bEUR

Operating Margin in %

2008..2013

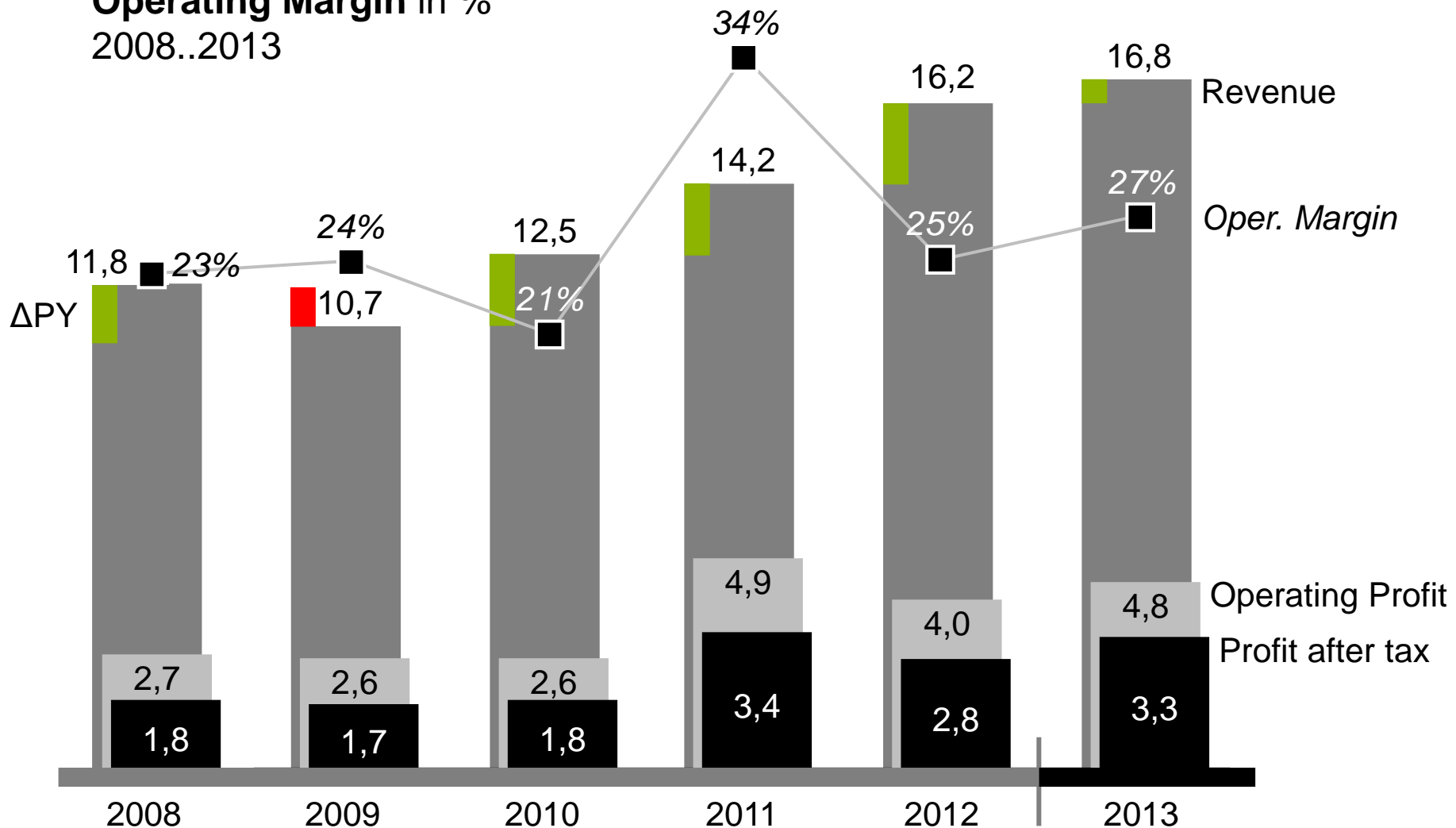


SAP AG

Revenue, Operating Profit and Profit after Tax in bEUR

Operating Margin in %

2008..2013

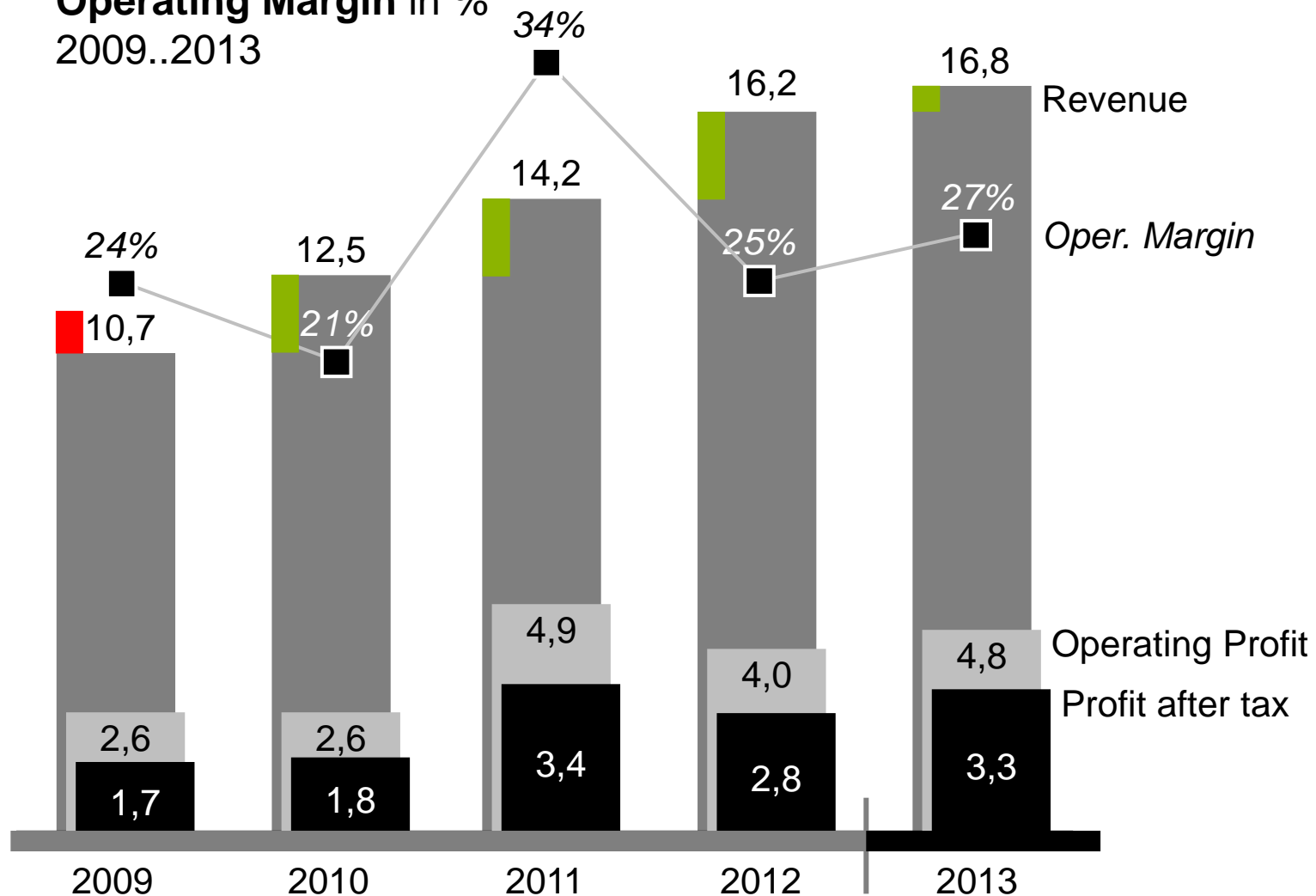


SAP AG

Revenue, Operating Profit and Profit after Tax in bEUR

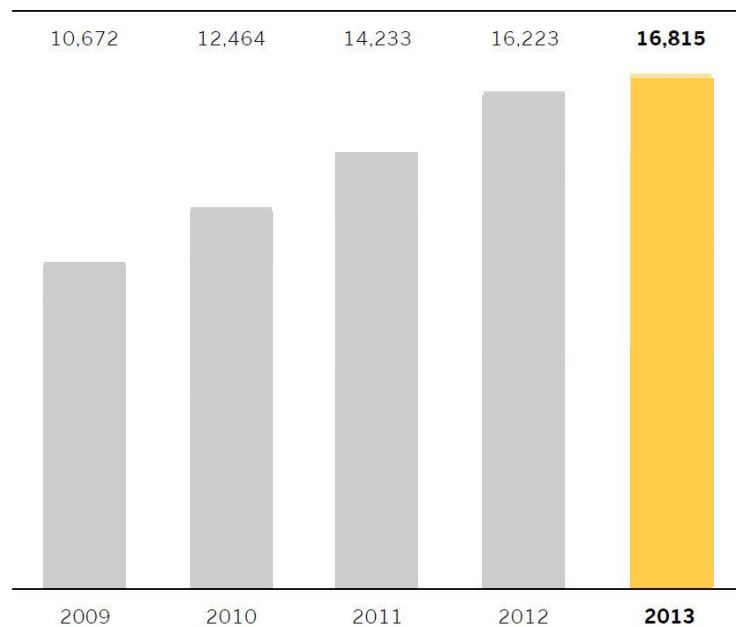
Operating Margin in %

2009..2013



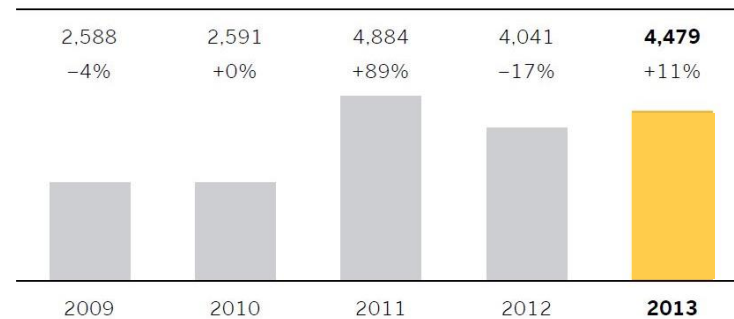
Total Revenue by Region (based on customer location)

€ millions



Operating Profit

€ millions | change since previous year



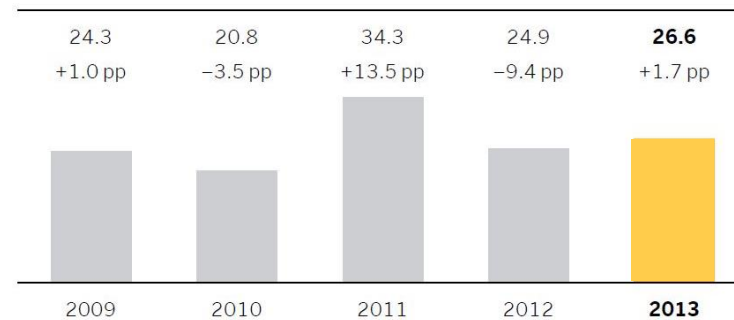
Profit After Tax

€ millions | change since previous year



Operating Margin

Percent | change since previous year

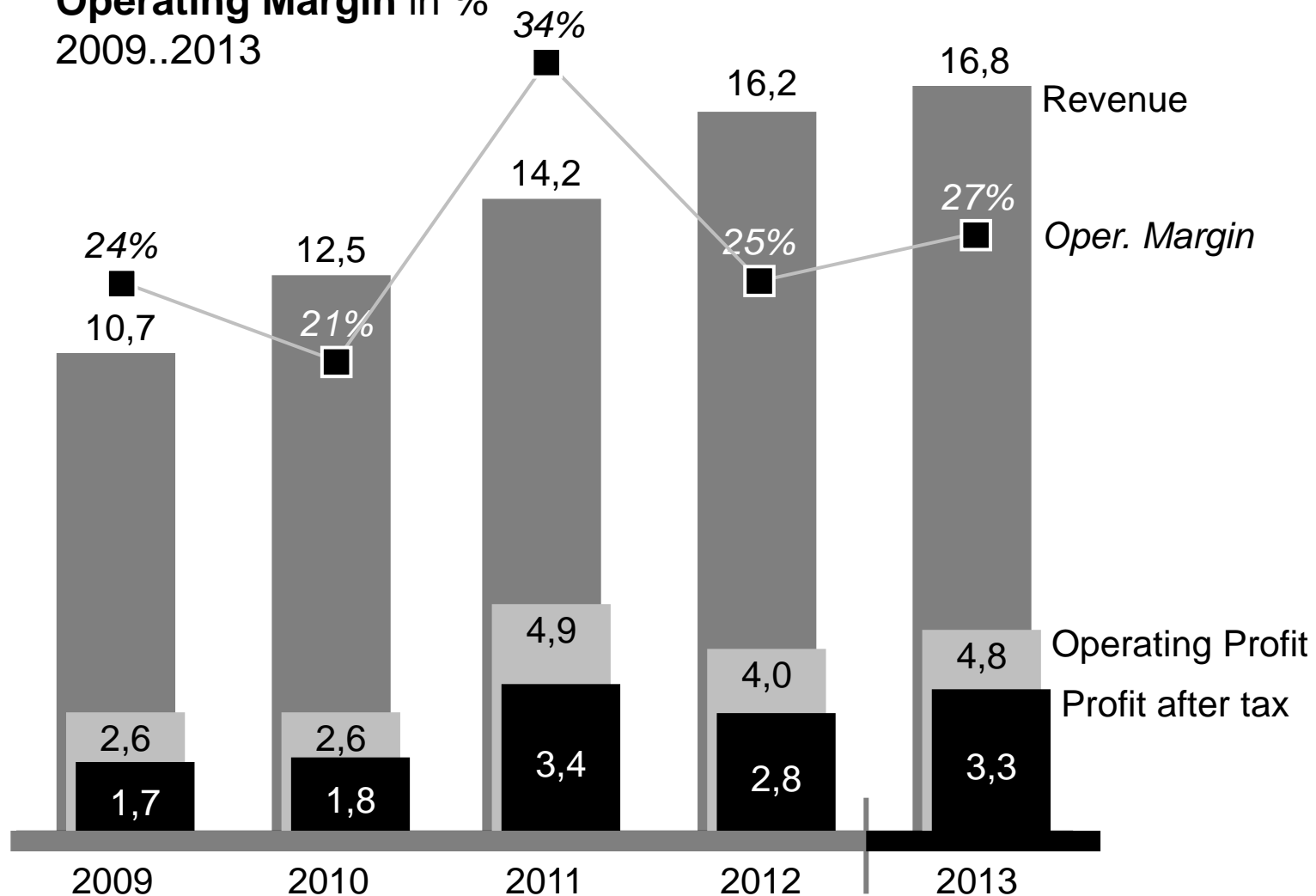


SAP AG

Revenue, Operating Profit and Profit after Tax in bEUR

Operating Margin in %

2009..2013



Years

Years

15

10

5

0

Years

15

10

5

0

2009

2010

2011

2012

2013

Years

15

10

5

0

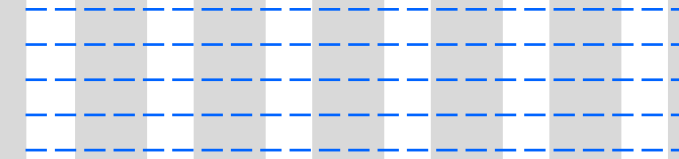
2009

2010

2011

2012

2013



Years

15

10

5

0

2009

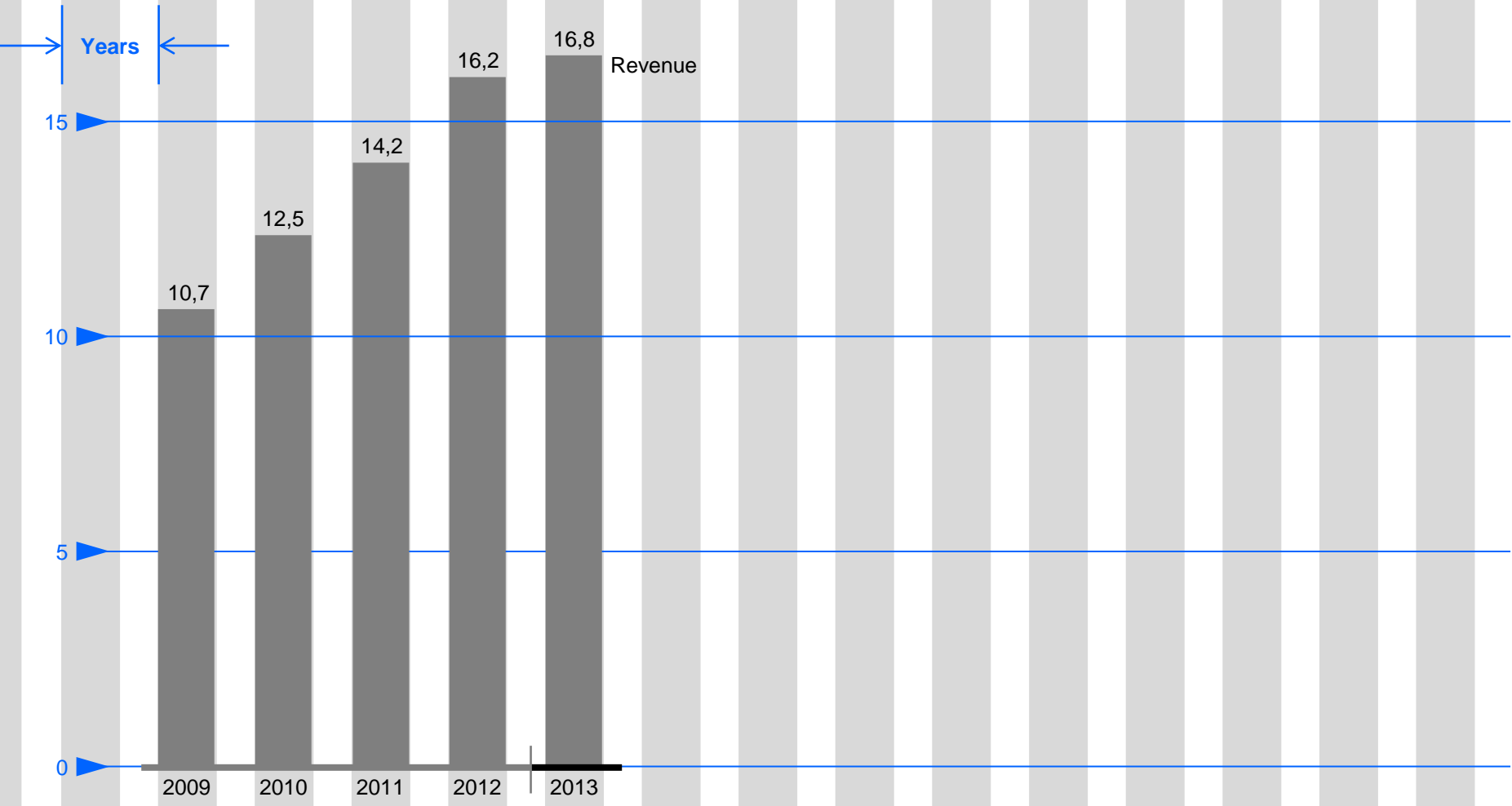
2010

2011

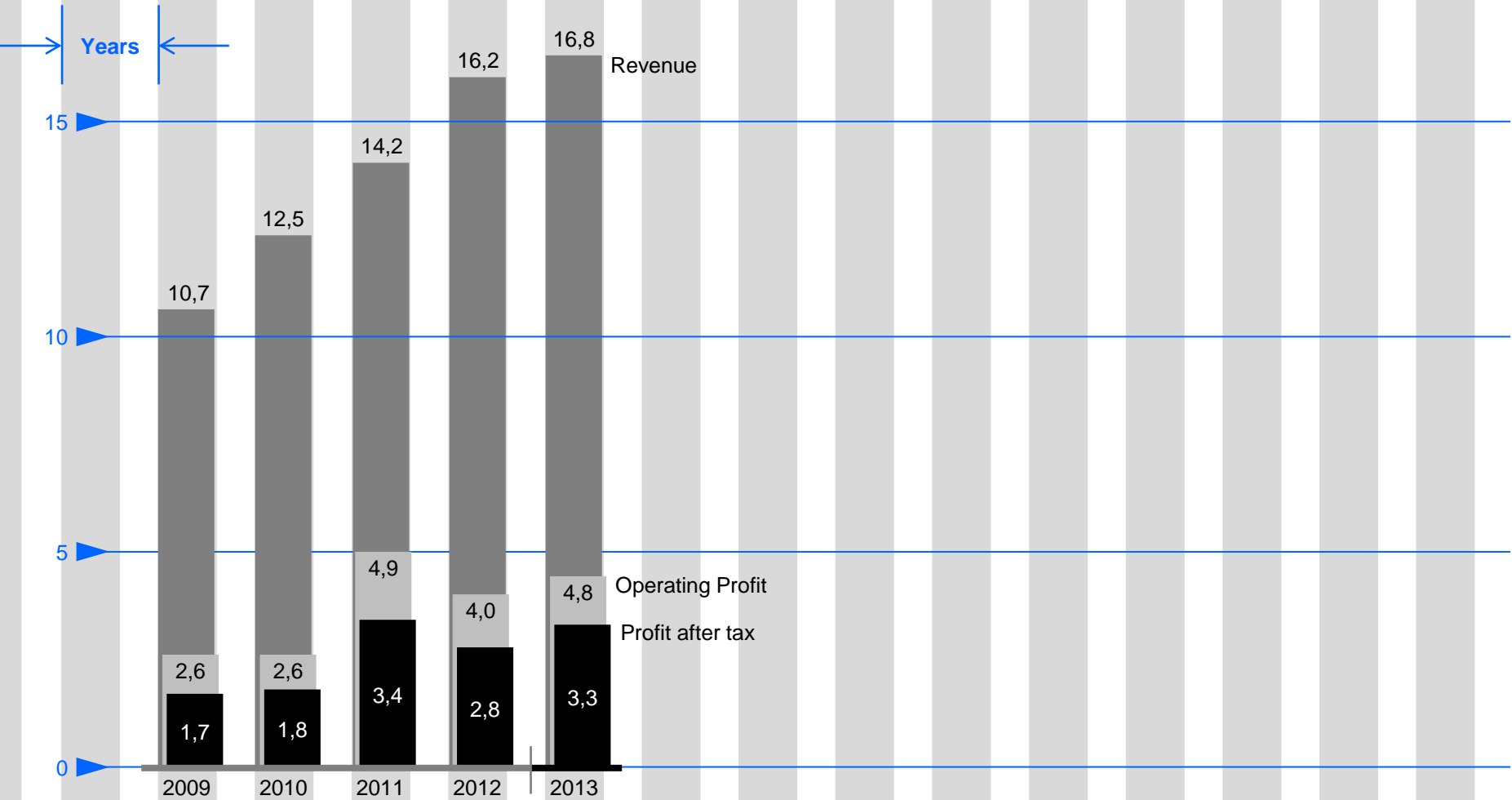
2012

2013

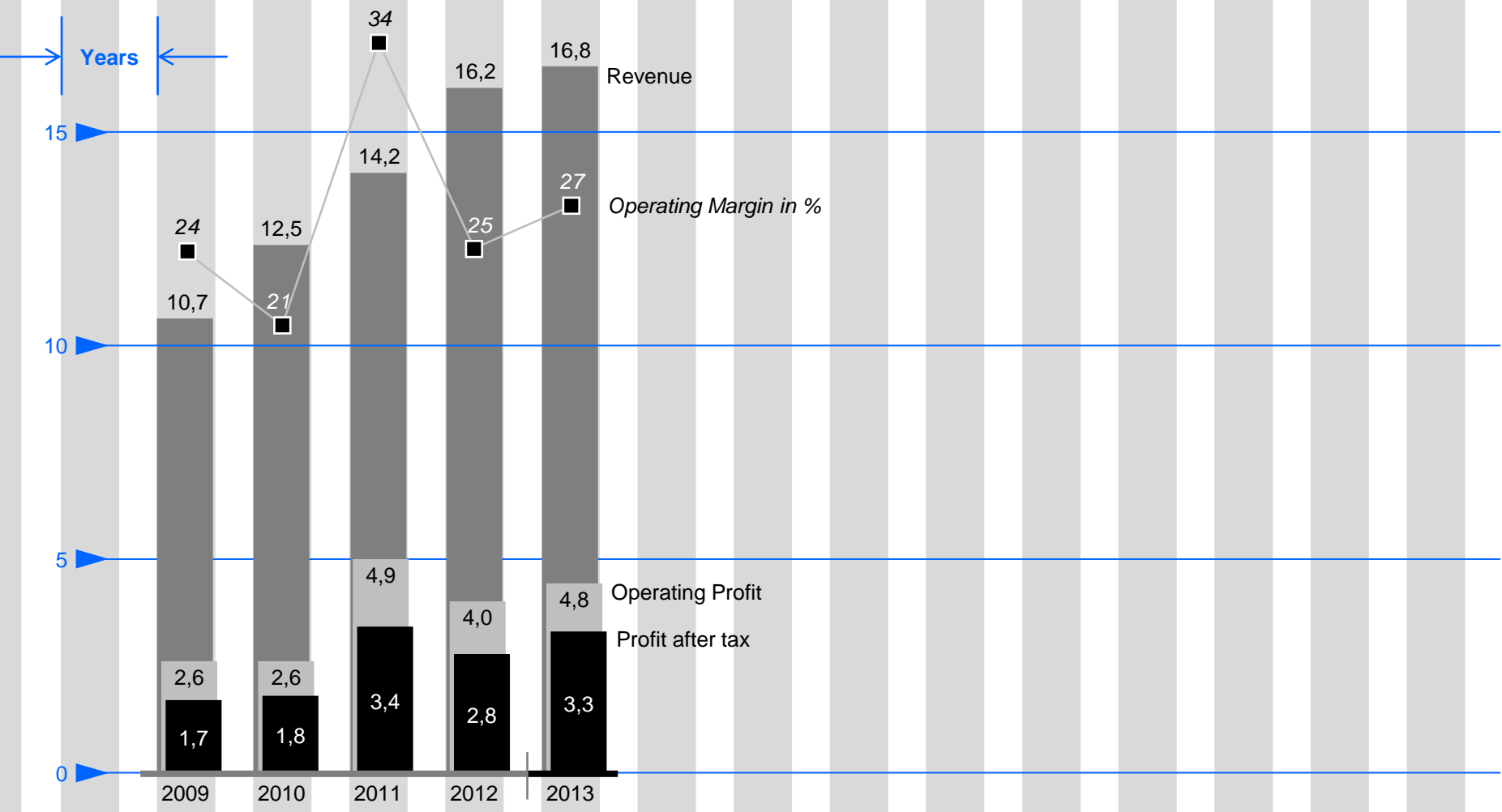
SAP AG
Revenue, Operating Profit and Profit after Tax in bEUR
Operating Margin in %
 2009..2013



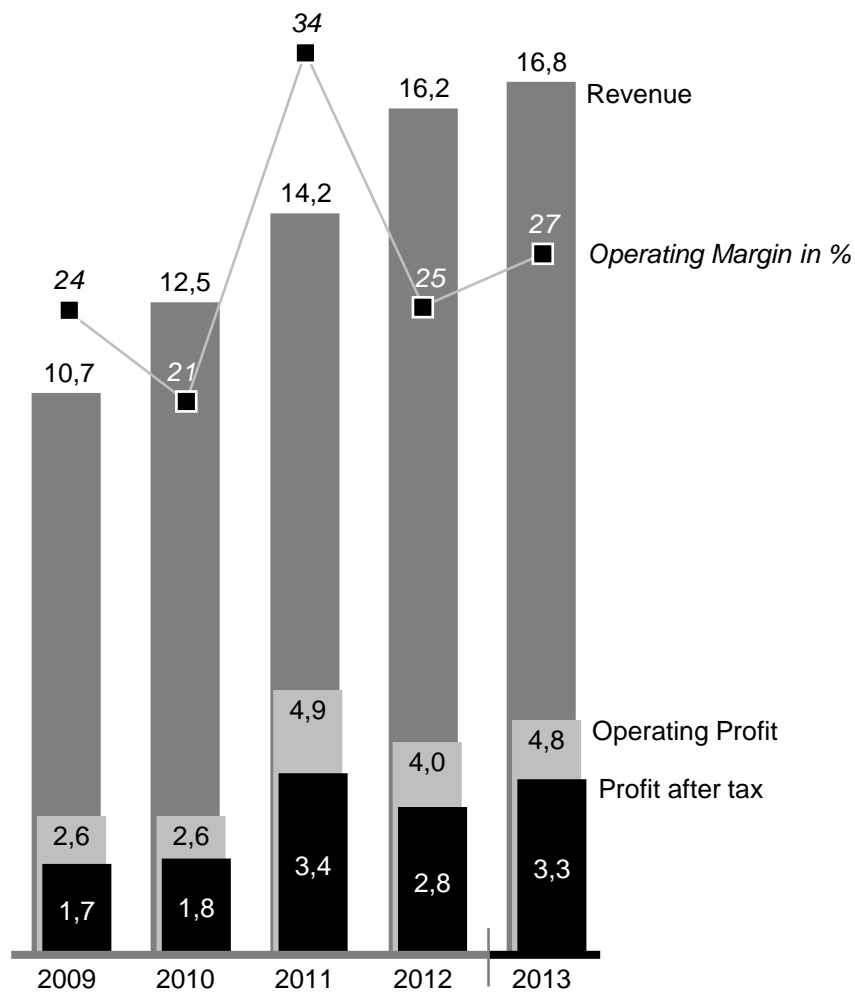
SAP AG
Revenue, Operating Profit and Profit after Tax in bEUR
Operating Margin in %
 2009..2013



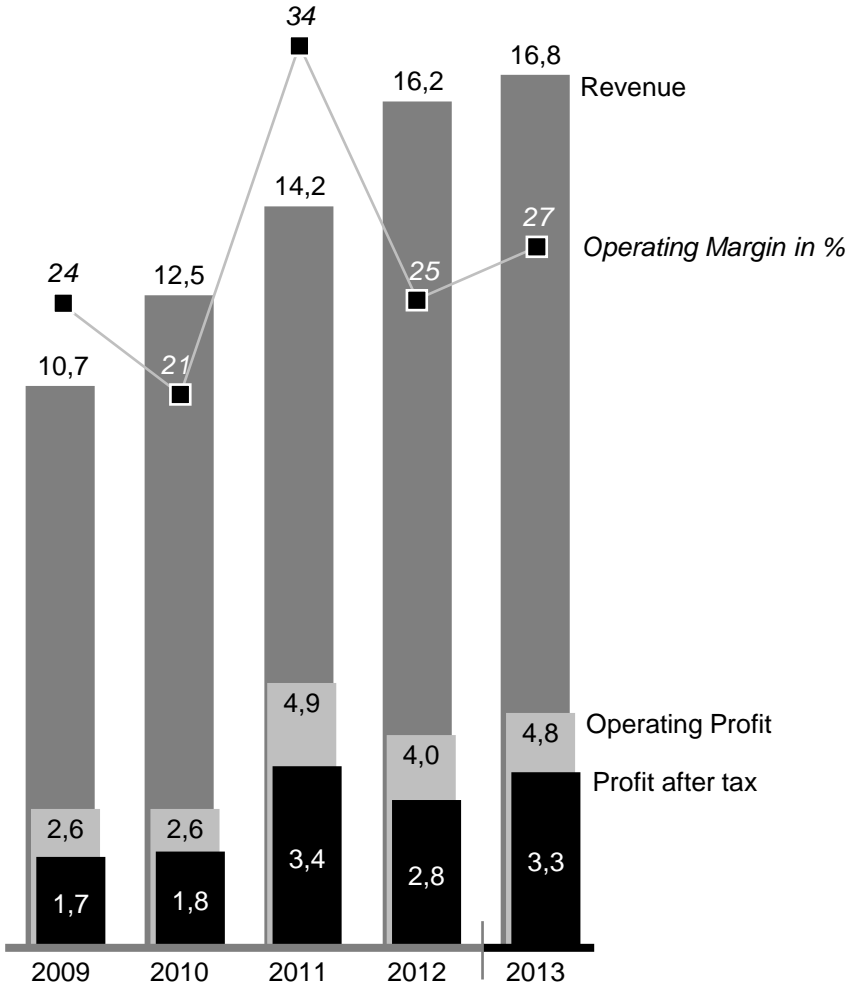
SAP AG
 Revenue, Operating Profit and Profit after Tax in bEUR
 Operating Margin in %
 2009..2013



SAP AG
Revenue, Operating Profit and Profit after Tax in bEUR
Operating Margin in %
 2009..2013



SAP AG
Revenue, Operating Profit and Profit after Tax in bEUR
Operating Margin in %
 2009..2013



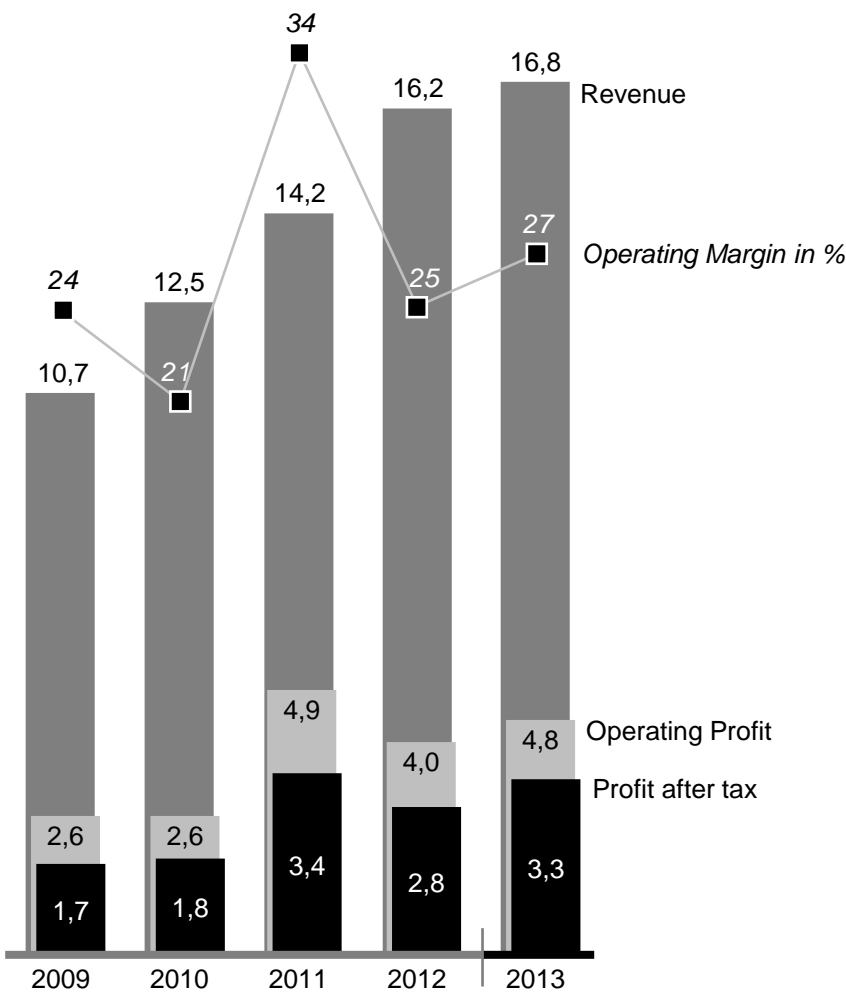
Revenue 2013: The growth of bEUR 0.6 is due t Lorem ipsum dolor sit amet, consectetur adipiscing elit.

Operating Margin 2011: Again, aenean commodo ligula eget a dolor. Aenean massa. Cum sociis bEUR 0.1 natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus.

Operating Profit 2013: Compared to donec quam felis, ultricies nec, pellentesque eu, pretium bEUR 0.3 quis, sem. Nulla consequat massa quis enim. Donec pede justo, fringilla vel, aliquet nec, vulputate eget, arcu. lo af

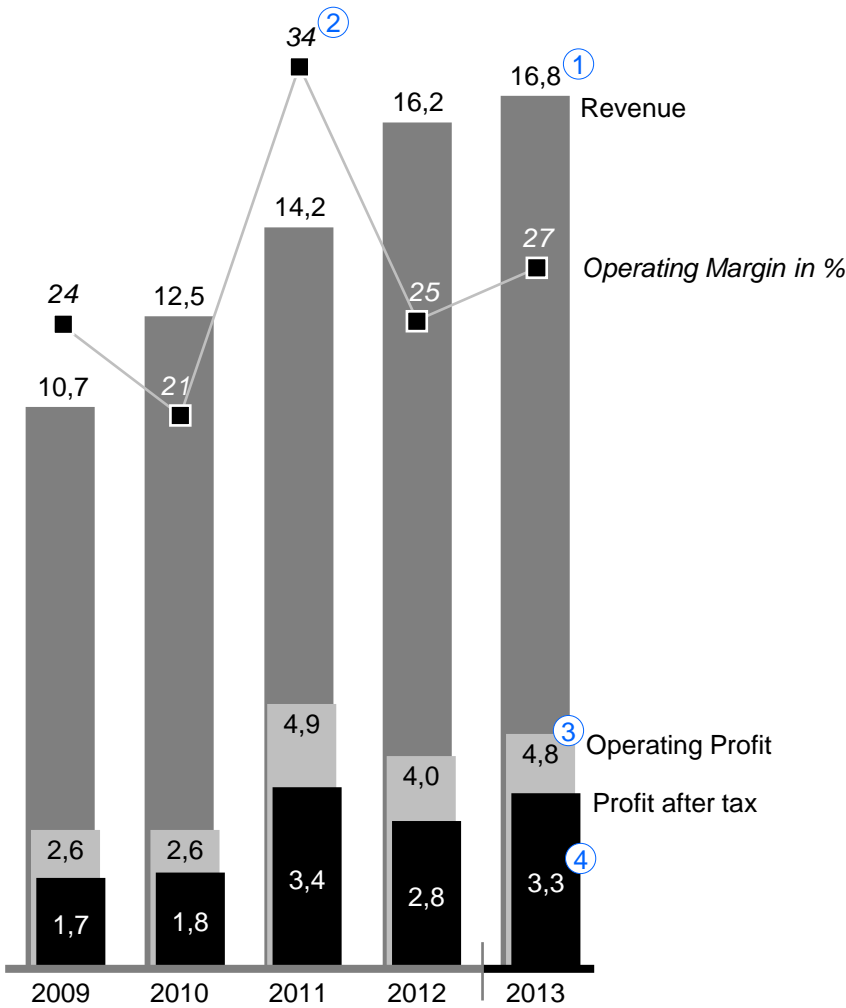
Profit after tax 2013: Because of bEUR 2.3 bitur ullamcorper ultricies nisi. Nam eget dui. Etiam rhoncus. Maecenas tempus, tellus eget condi

SAP AG
Revenue, Operating Profit and Profit after Tax in bEUR
Operating Margin in %
 2009..2013



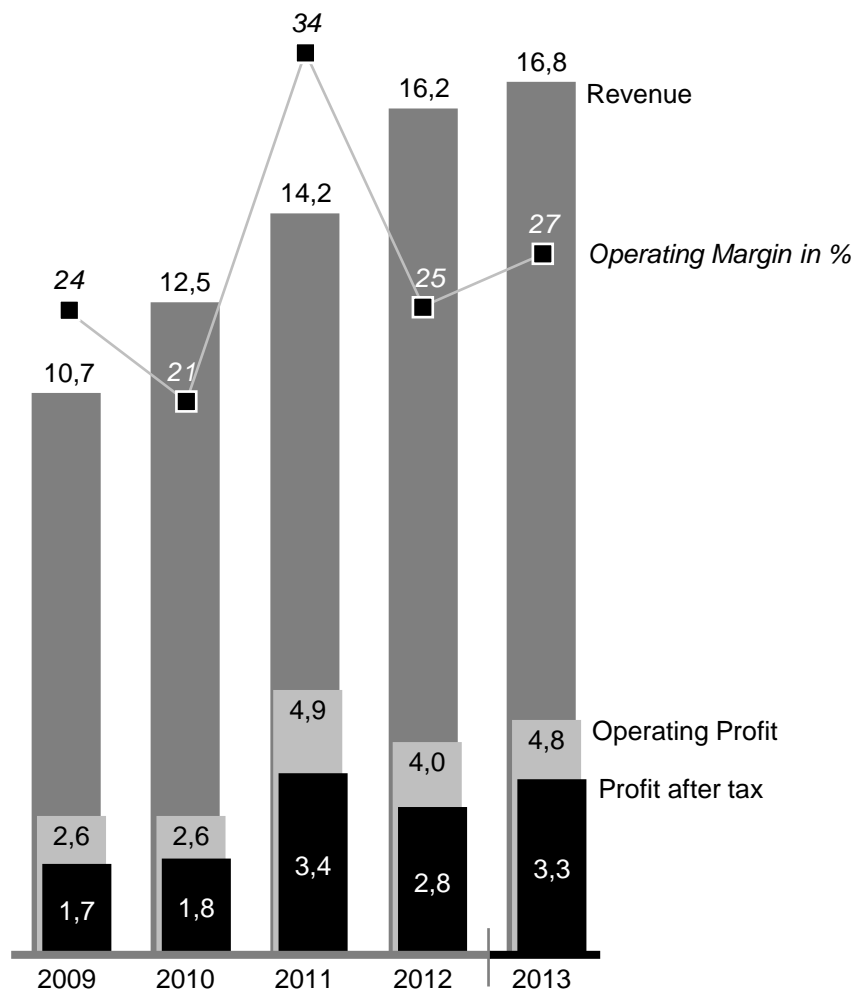
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- ③ **Operating Profit 2013:** Compared to donec quam felis, ultricies nec, pellentesque eu, pretium bEUR 0.3 quis, sem. Nulla consequat massa quis enim. Donec pede justo, fringilla vel, aliquet nec, vulputate eget, arcu. lo af
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SAP AG
Revenue, Operating Profit and Profit after Tax in bEUR
Operating Margin in %
 2009..2013



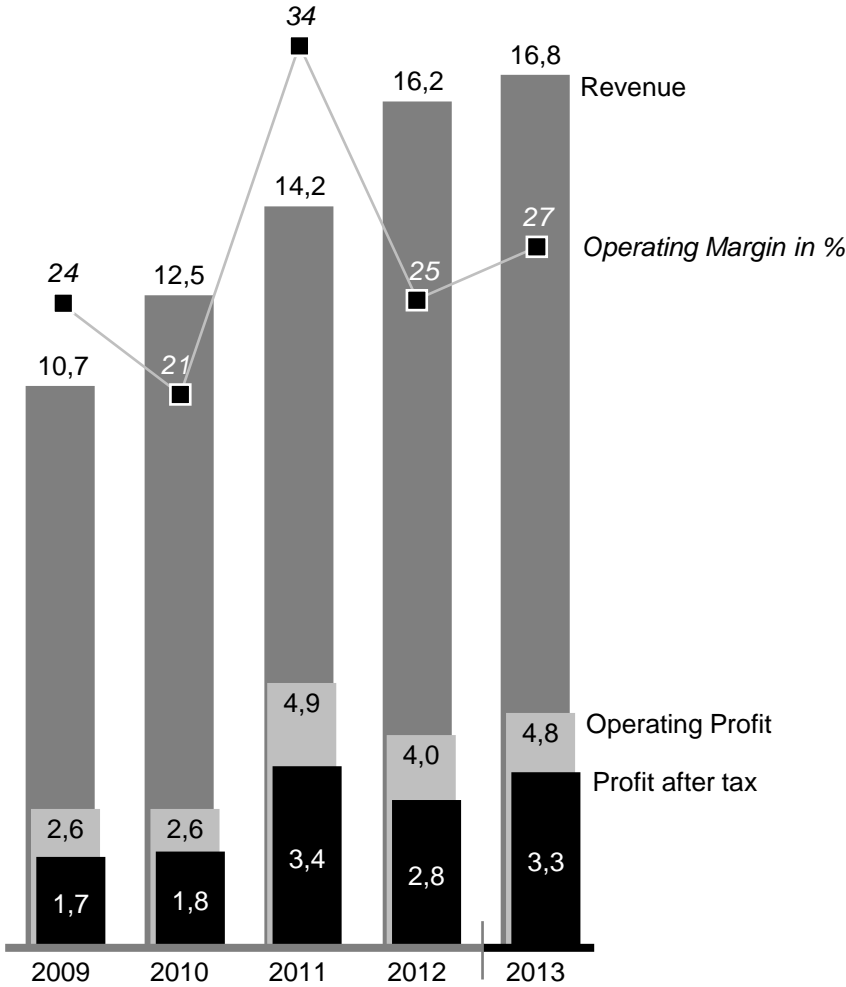
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SAP AG
Revenue, Operating Profit and Profit after Tax in bEUR
Operating Margin in %
 2009..2013



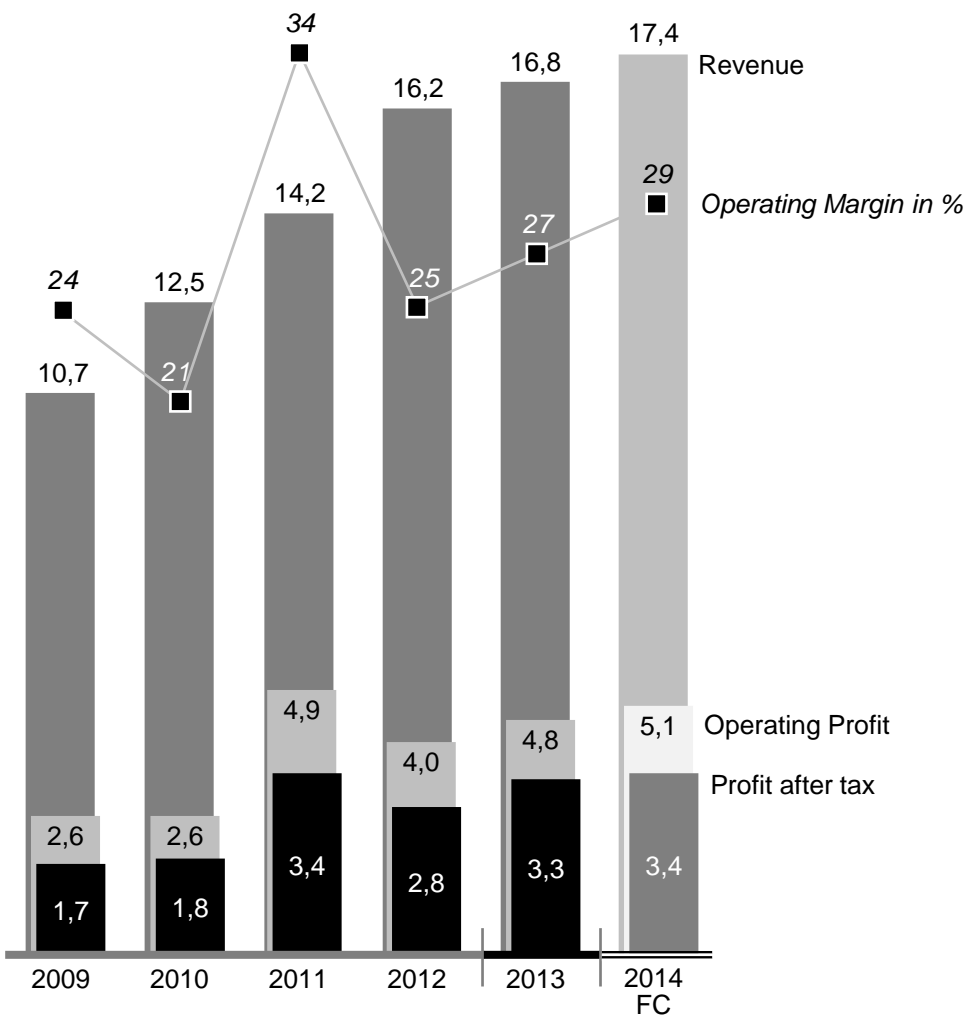
We expect a revenue increase of bEUR 0,6 in 2014 mainly due to the acquisition of Alpha. This will lead to an operating profit of bEUR 5,1

SAP AG
Revenue, Operating Profit and Profit after Tax in bEUR
Operating Margin in %
 2009..2013



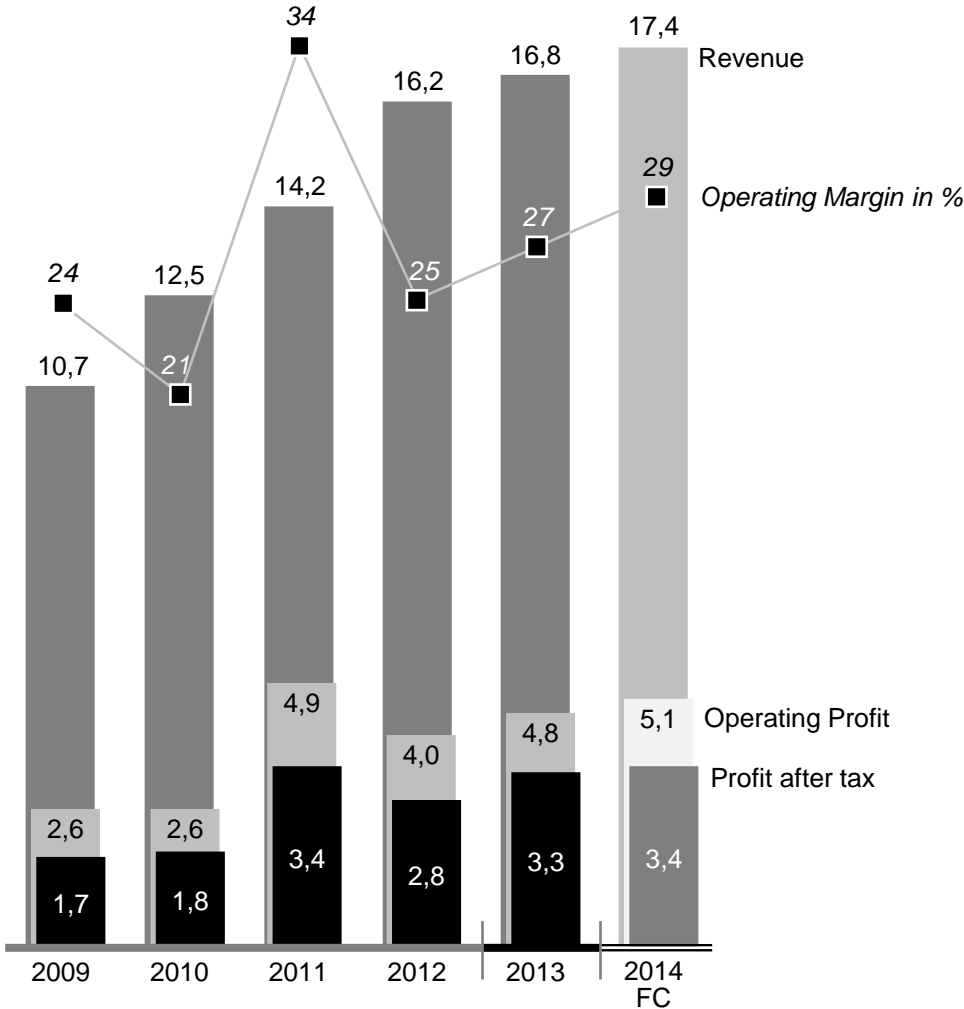
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SAP AG
Revenue, Operating Profit and Profit after Tax in bEUR
Operating Margin in %
 2009..2013



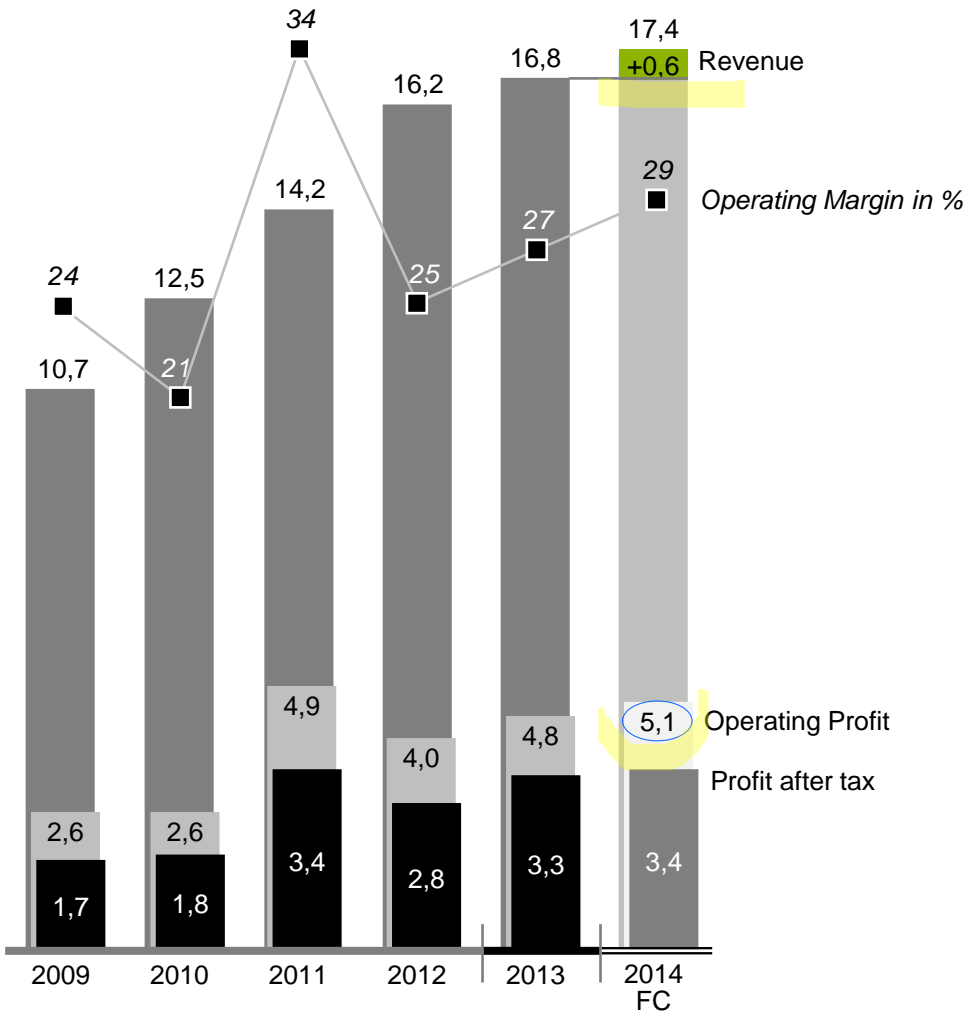
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SAP AG
Revenue, Operating Profit and Profit after Tax in bEUR
Operating Margin in %
 2009..2013



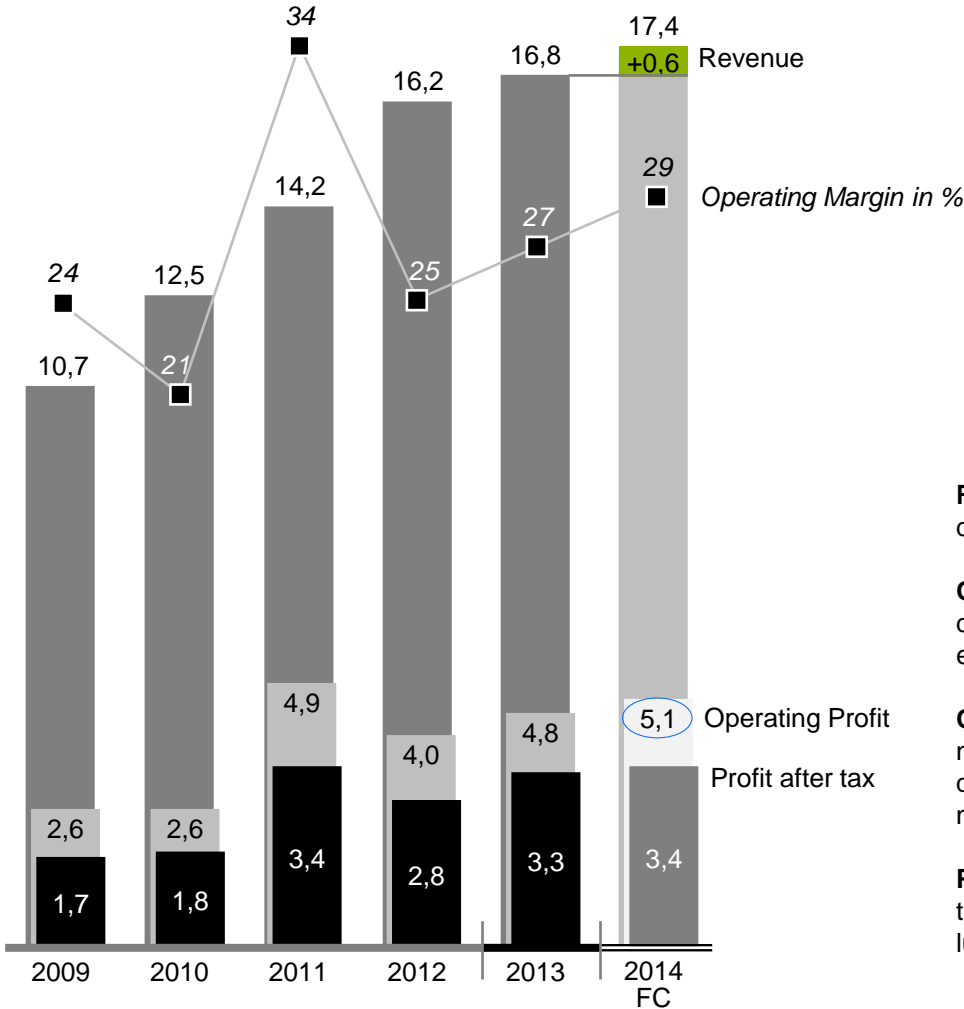
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 2009..2013



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Operating Margin in %
 2009..2013



Revenue 2014: The growth of bEUR 0.6 is due t Lorem ipsum dolor sit amet, consectetur adipiscing elit.

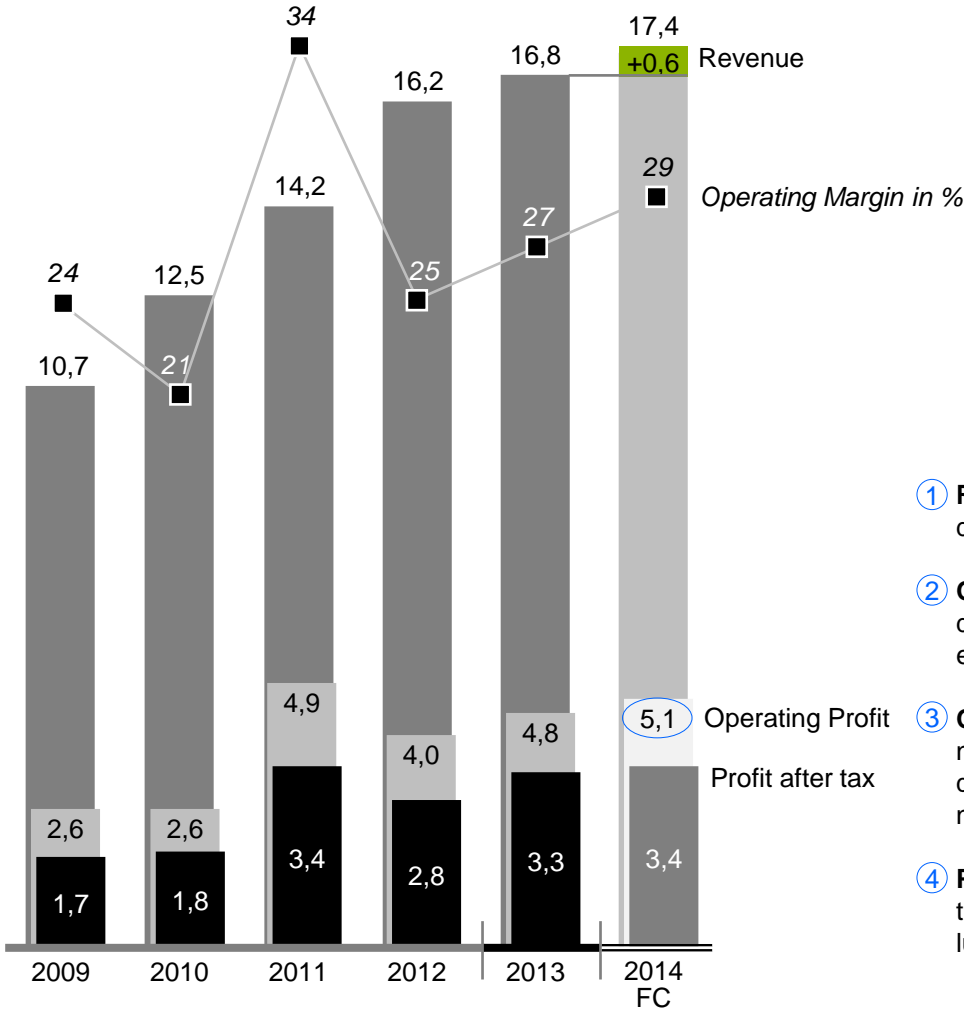
Operating Margin 2011: Again, aenean commodo ligula eget a dolor. Aenean massa. Cum sociis bEUR 0.1 natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus.

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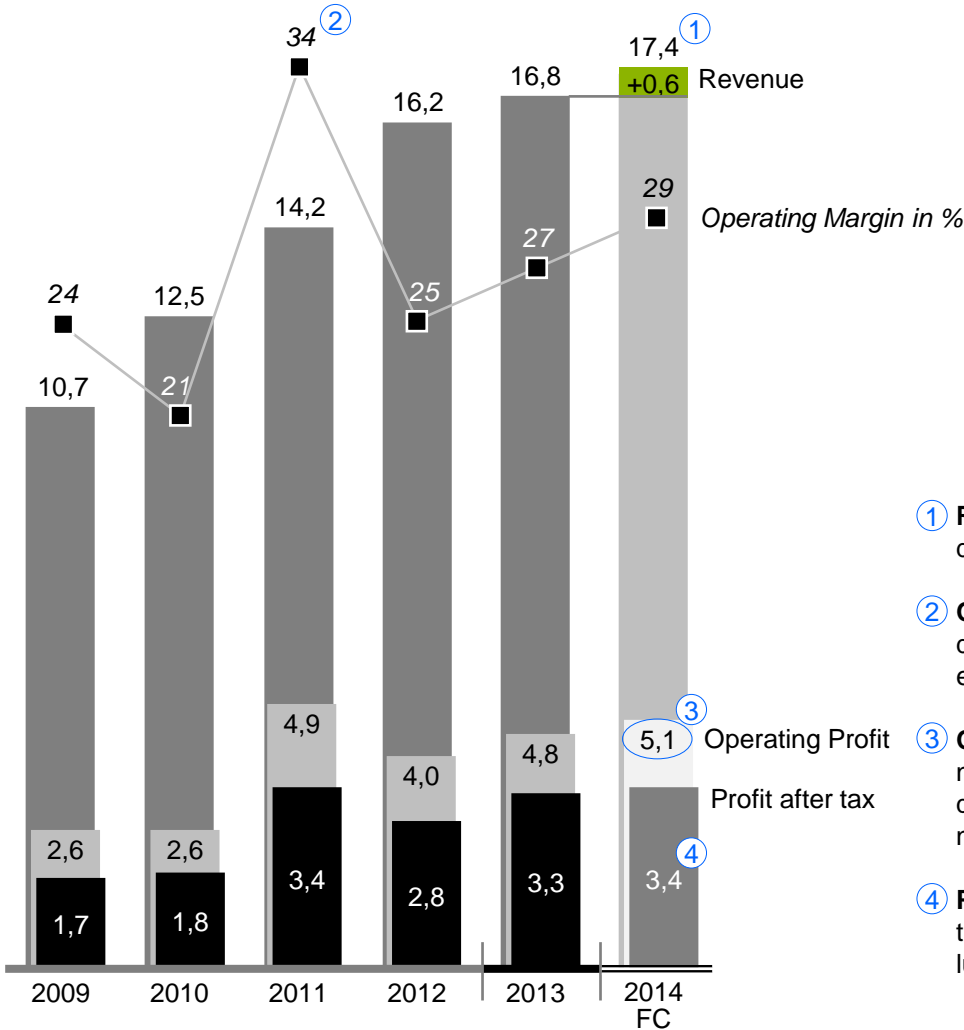
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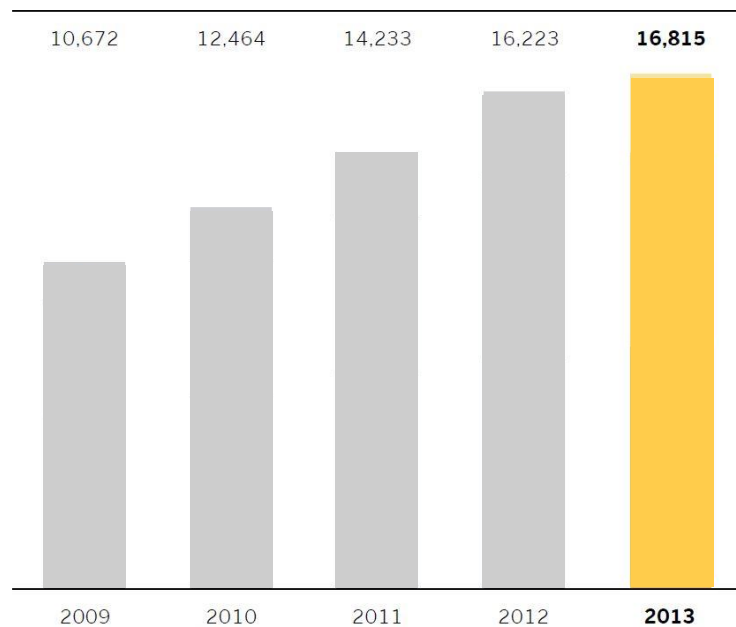
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Total Revenue by Region (based on customer location)

€ millions



Operating Profit

€ millions | change since previous year



Profit After Tax

€ millions | change since previous year



Operating Margin

Percent | change since previous year

